

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Wednesday October 29 1986

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D 8523 B

Long shadows in
Silicon
Valley, Page 22

World news

Business summary

Machel buried with full honours

Mozambique's founding President, Samora Machel, was buried in the Heroes' Monument in Maputo after an emotional funeral attended by fellow southern African leaders and representatives from 80 countries.

A former guerrilla commander who fought Portuguese colonial rule in Mozambique, Mr Machel died 10 days ago in an unexplained air crash.

Mr Marcelino Dos Santos, a leading Frelimo member, said in an hour-long speech that Mr Machel was a pillar of the ruling party. "We will deepen the leading role of the party in every place, in every sector. We will strengthen our army, we will pass into permanent offensive," he said.

Soldiers wept, and dozens of women, overcome with grief, collapsed in the streets as eulogies to Mr Machel were read. The Mozambique National Resistance said in a statement to a radio agency in Lisbon that it was declaring war on Zimbabwe in retaliation for Prime Minister Robert Mugabe's pledge to prevent the right-wing rebels from taking power in Mozambique.

Punjab deaths rise

Sikh extremists shot dead three Hindus during a religious ceremony and killed two priests and a politician in three separate attacks in northern Punjab state. The deaths brought the toll of violence by Sikhs fighting for a separate state in Punjab to 543 this year. Page 5

US targets bombed

Bombs exploded at two US military sites causing extensive damage in Puerto Rico, and eight other devices were defused one day after published reports that the Pentagon may train Nicaraguan Contras in the country.

Belgium buys time

Belgium's centre-right coalition Government avoided a parliamentary vote of confidence, giving itself breathing space to try to mend the language dispute that threatens to unseat it.

Peking-Moscow pact

After two decades of hostility, Moscow has won two major contracts that will once again send Soviet technicians into China.

German official shot

A senior West Berlin civil servant dealing with foreign nationals was shot in the legs near his house. Police said he might have been the target of a political attack. Page 3

Austrian recalled

Austria recalled its ambassador in Israel for consultations amid strains following the election of Kurt Waldheim as Austrian President in June. The former United Nations general secretary is alleged to have been involved in Nazi war crimes. Page 2

Alman held as spy

Alan John Davies, a 33-year-old British-born Californian who served in the US Air Force, has been arrested and charged with spying for the Soviet Union.

Chile exiles return

President Augusto Pinochet has authorized 200 Chilean political exiles to return to the country. Several thousand political opponents were sent into exile after the 1973 military coup.

Superpower radio

The US is trying to arrange Soviet broadcasts from American radio stations in return for similar access to Soviet listeners, the US Information Agency said. Propaganda war, Page 3

Mets win Series

New York Mets beat Boston Red Sox 8-5 in the final game to win baseball's World Series 4-3.

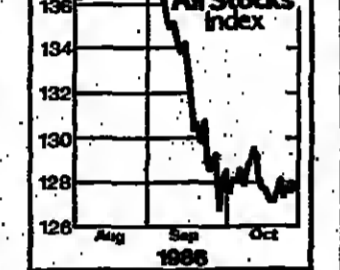
Hitachi, Fujitsu in chip venture

HITACHI and Fujitsu, two of Japan's largest electronics companies, are collaborating on the design of an advanced microprocessor chip which they aim to challenge the US semiconductor industry's domination of the world microprocessor market. Page 24

WALL STREET: The Dow Jones industrial average closed up 3.85 at 1,945.67. Page 48

LONDON: Gilt-edged firmers, but equity leaders ended slightly easier and the FT Ordinary index closed 2.72 lower at 1,253.8. Page 48

TOKYO: Staged a sharp rally although institutional support was lacking. The Nikkei average gained 240.03 to 16,387.83. Page 48



GILTS: Steadied at the close of trading in London amid optimism about today's tender for the £10m convertible top stock issue announced last Friday. The FT-Actuaries All Stocks index registered 127.84, up from Monday's 127.55. Page 44

DOLLAR: Closed in New York at DM 2.0325; Sfr 1.6782; Ffr 6.8445 and ¥139.00. It fell in London to DM 2.0275 (DM 2.0400); Ffr 6.8475 (Ffr 6.8575); Sfr 1.6785 (Sfr 1.6825); ¥138.10 (¥139.70). On Bank of England the dollar's index fell to 111.5 to 111.1. Page 41

STERLING: Closed in New York at \$1.4188. It gained 9 cents in London to close at \$1.4190. It also rose to £228.75 (¥228.0) but fell to DM 2.0275 (DM 2.0400); Ffr 6.8475 (Ffr 6.8575); Sfr 1.6785 (Sfr 1.6825); ¥138.10 (¥139.70). On Bank of England the dollar's index fell to 111.5 to 111.1. Page 41

GOLD: Rose \$2.00 to \$411.75 on the London bullion market. It also rose in Zurich to \$410.55 from \$409.25. In New York the December Comex gold settlement was \$413.90. Page 48

FRANCE: Is negotiating a series of arms contracts with Saudi Arabia, the total value of which could amount to \$2bn or more. Page 2

BRITAIN: Will increase pressure on Tokyo Stock Exchange to admit more US brokerage firms as members of a merger of the London Stock Exchange and the International Securities Regulatory Organisation is approved. Page 28

INDIA: Approved stock market capital issues in the past seven months valued at Rs 22.7m (\$2.2bn) nearly double the total in the same period last year. Page 27

CHRYSLER: The smallest of the big three US car companies, will launch its new Maserati-built 330,000 luxury sports car next year and is planning to sell at least 10,000 units a year. Page 25

GRUPPO INDUSTRIE Eletto Mecaniche, Genoa plant engineering company which is a 50-50 joint venture between the state and private shareholders, won a £100m (£71m) contract to supply five hydro-electric plants to Ecuador.

MARKS and Spencer: raised interest rate for 13 per cent to 21.5m after strong performance by home and clothing divisions. Page 36; Lex, Page 24

TEREX: construction equipment businesses in Scotland and the US are to be re-merged under a deal between General Motors and North-west Engineering of Wisconsin, which aims to buy Terex. Page 25

CUMMINS ENGINE, the US diesel engine manufacturer, is to close its Darlington components operations in the north east of England which employs 500 workers. Page 25

London SE admits Big Bang computer is unable to cope

BY CLIVE WOLMAN AND ALAN CANE IN LONDON
THE London Stock Exchange's computerised price and dealing information system, which is the centrepiece of its new structure, failed yesterday for the second successive day, leading to a chorus of complaints by market-makers.

The prospect now is that investors and market-makers will be forced to make do with a stripped-down, skeletal information system over the next few months if a continuous stream of computer failures is to be avoided.

The difficulties have arisen from the serious underestimate by the stock exchange authorities of the demand for securities prices on the new system. It will be a struggle to keep the computerised system from falling regularly over the next few months until its capacity is increased through costly re-programming and the purchase of new computers.

On Monday, the stock exchange blamed the failure of the Topic system on a widespread curiosity to see it at work which overloaded the computers. The exchange now admits that Topic is seriously overloaded and a chronically weak link in its overall system. The only way Seag can now be kept "on the air" is to cut services to customers for the exchange's information systems and other "fills," it says.

Among the services which had to be cut yesterday were the prices

from Nasdaq, the North American equivalent of Seag which provides electronic price information from the North American over-the-counter market, some foreign exchange dealers' prices and many of the systems market-makers use for disseminating their own prices in government "git-edged" securities.

The Topic computers were overwhelmed by the flood of prices from Nasdaq when the US markets opened, and by routine operational work. Topic stopped working at 1pm, leading to the immediate suspension of Seag.

Stock exchange technicians switched off the price flow from Nasdaq and were able to restore the service from Seag and Topic by 1.15pm. The exchange immediately held a post-mortem and is now devising a strategy to avoid further failures which are badly damaging its reputation for technological competence.

The stock exchange authorities insist that Seag itself is performing well. When Topic stops, Seag has to be switched off automatically because otherwise market participants would receive its information powered and a chronically weak link would have a trading advantage over participants dependent on Topic screens.

Measurements made by the stock exchange during trading yesterday indicated that the system was bound to fail, and will continue to

fail, unless the frantic remedies now being applied are successful.

Market-makers reacted with frustration to the breakdown and the subsequent cuts in services, with some more badly affected than their competitors. "It is not an acceptable solution when you arbitrarily cut out a service which impacts on some market-makers but not others," said Mr Matt Devereux, the head of management services at Barclays de Zoete Wedd.

The computer failures have also given ammunition to the opponents of the stock exchange's proposed merger with the International Securities Regulatory Organisation, Isro. The two organisations would form a joint exchange, which would run exclusively on Seag and on the Topic service, the six-year old system used to disseminate Seag prices to all market-makers.

The relatively smooth performance of the competing, but more limited, computerised price information services provided by Reuters and Teletext has increased doubts about the benefits of the merger and would mark a new departure in the relationship between Government and state industry in France.

Continued on Page 24

Renault to call in US company rescue specialists

By Paul Bettis in Paris

THE FRENCH Government has decided to ask a major US management consultant group to conduct a detailed study of Renault, the troubled state-owned French car manufacturer with debts totalling Ffr 60m (\$8.7bn).

The consultants chosen are understood to be Booz Allen, the US group which six years ago conducted a major study on Chrysler when the US car manufacturer was deep in crisis. The report subsequently produced by Booz Allen became the basis of the Chrysler rescue plan.

The choice of Booz Allen appears to reflect the French Government's decision to make a major independent appraisal of the situation at Renault similar to that at Chrysler. Although Renault's overall situation has been improving following the restructuring programme launched by its chairman Mr Georges Besse, the group is still expected to lose about Ffr 5bn this year and is weighed down by large financial losses. Renault lost Ffr 10.5bn last year.

Mr Besse has argued that Renault's biggest problem now is its debt burden and that the company needs to restructure its balance sheet. This implies additional support from the French Government, Renault's sole shareholder.

However, the new conservative Government has been reluctant to provide significant fresh support to Renault and has also under pressure from the rival private Peugeot group not to grant Renault an undue level of aid which would distort competition.

The Government thus appears to have decided to ask Booz Allen to conduct a detailed review of the group to help it decide how to act towards the group and what level of additional financial support to grant it eventually.

The Government yesterday declined to comment on its decision. However, industry and business sources confirmed reports that the Government had decided to turn to a US consultant group leaked yesterday in the "Lettre de l'Expansion", a French business newsletter. The issue is particularly sensitive and would mark a new departure in the relationship between Government and state industry in France.

Michelle, the leading French tyre maker, is expected to announce today plans to cut 2,222 jobs in its French plants between now and the end of next year. The group, which returned to profit last year after major restructuring, employs 37,000 people in France including 22,000 in Clermont-Ferrand.

First purchase, Page 25

France rules out arms sales to Damascus

BY OUR POLITICAL AND FOREIGN STAFF

PRESIDENT Francois Mitterrand yesterday ruled out any question of current French arms sales to Syria as the French and West German governments moved to counter criticism of insufficient EEC solidarity over Britain's breaking of relations with Damascus.

Speaking after a two-day summit meeting in Frankfurt, devoted above all to cultural issues between the two governments, Mr Mitterrand spoke out against "improvisation" of an EEC response to the diplomatic crisis between Britain and Syria.

But he said "solidarity" among EEC partners had to take precedence over individual countries' particular links with Middle East states in the overall Community response to allegations that Syria was sponsoring terrorism.

Mr Hans-Dietrich Genscher, the West German Foreign Minister, said Germany gave full support to general EEC efforts to fight terrorism.

In the wake of Monday's meeting of EEC foreign ministers in Luxembourg at which Britain failed to persuade its Community partners to agree on a wide package of measures against Syria - ministers would be convening again on November 10 to decide what further action needed to be taken.

Mrs Margaret Thatcher, Britain's Prime Minister, and Sir Geoffrey Howe, Foreign Secretary, each expressed disappointment yesterday about the inconclusive outcome of Monday's meeting of foreign ministers.

Conservative Party backbenchers and Mr Denis Healey, the Labour Party spokesman on foreign affairs, bitterly attacked the EEC generally, and France in particular, over their attitude. But Sir Geoffrey repeatedly refused to endorse the strong language used by them.

In a televised broadcast at the end of the Franco-German summit, President Mitterrand backed the French conservative Government's cautious position towards Syria by suggesting that concrete evidence of the country's involvement in terrorist acts was necessary before France would consider sanctions against Damascus.

However, he said: "No compromise can be made with terrorism and especially with countries which indulge in terrorism."

Mr Mitterrand urged all 12 EEC countries to produce evidence and information on the subject for the November 10 meeting.

Yesterday's remarks by Mr Mitterrand concur with the position of Mr Jacques Chirac, the conservative Prime Minister, who has so far

Syria is engaged in a concerted campaign to limit the damage done by its international reputation. Page 24; Editorial comment, Page 22

adopted an extremely cautious attitude towards Syria. This reflects the importance attached by France to its Middle East role as well as the delicate problem of the French hostages held in Lebanon.

The Government's attitude towards Damascus is, however, continuing to create strains inside Mr Chirac's own right-wing majority.

Tim Dickson in Brussels writes: The European Commission yesterday announced plans to cut special export subsidies to Syria, in the wake of Monday's bitterly divided meeting of EEC foreign ministers in Luxembourg. Observers in Brussels, however, were last night confused as to the significance of this latest gesture.

Following an undertaking given to ministers by President Jacques Delors and Mr Claude Cheysson, Mediterranean policy Commissioner, late on Monday night, the Commission said that it would be withdrawing so-called special restitutions (or subsidies) paid in some circumstances to EEC grain traders who conclude deals with Syria.

These special payments were introduced directly in response to the US Export Enhancement Programme (EEP) - a series of offers made by the US some months ago to various Middle East and Third World countries - and one paid on top of standing EEC subsidies designed to bridge the gap between the European and world market prices.

Under the EEC, a total of 700,000 tonnes of grain was made available to Syria by the US at attractive prices, but according to American sources in Brussels yesterday, none of this has so far been taken up. The EEC's own measures, "thus available in theory, have therefore never been applied in practice."

A Commission official said last night that the situation was under discussion and that a full statement might be made today.

According to official figures, the EEC has so far this year sold 350,000 tonnes of grain to Syria, compared with 185,000 tonnes in 1985 and 480,000 in 1984. The vast bulk of this is supplied by France.

Sir Geoffrey Howe confirmed yesterday that Britain would block the extension of EEC financial assistance to Syria under an agreement covering a sum of £100m.

Continued on Page 24

Eurotunnel achieves £70m British share placing

BY ANDREW TAYLOR AND PETER RIDDELL IN LONDON

EUROTUNNEL, the Anglo-French Channel tunnel consortium, last night appeared to have reached its £70m British target for its £200m (\$266m) international share placing due to be completed this week.

It must now wait to see whether US institutions will come forward with the £20m the consortium is hoping to raise in New York, where Salomon Brothers is handling the issue.

US institutions, discouraged by the sluggish response in the UK, have been waiting to see how the rest of the placing fares before deciding whether to pitch in.

The remainder of the £200m is to be raised in France, where Eurotunnel is confident of meeting its £70m target, and in Japan, where around £20m is due to be raised, with a further £20m to be gathered from the rest of the world. According to the prospectus subscriptions must be paid by 3pm London time today.

The issue ran into problems at the end of last week when it emerged that the UK and US issues were falling short of their targets. By last night it was understood that pledges received by British institutions had made up the £70m shortfall in the UK. If all sums promised materialise today, the British share of the placing could be between £70m and £75m.

Eurotunnel appears to have few doubts that it will achieve its target in France, where several institutions which had been awaiting the issue following lobbying from the Bank of England, which was informed earlier last week that the British placing was in serious danger of falling short.

Mrs Margaret Thatcher, the British Prime Minister, yesterday categorically ruled out any government money to support the Channel tunnel project if there was insufficient backing from financial institutions.

During Prime Minister's questions in the House of Commons yesterday, she said: "The decision is entirely one for British institutions to take on whether or not they choose to make an investment."

"France and Britain continue to find this an exciting and challenging project and hope it will go ahead. But it is for the investors themselves to make the decision."

Editorial comment, Page 22

Some British institutions appear to have been persuaded to support the issue following lobbying from the Bank of England, which was informed earlier last week that the British placing was in serious danger of falling short.

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"France and Britain continue to find this an exciting and challenging project and hope it will go ahead. But it is for the investors themselves to make the decision."

Editorial comment, Page 22

Beecham to sell soft drinks interests to Britvic for £120m

BY CHRISTOPHER PARKER, CONSUMER INDUSTRIES EDITOR, IN LONDON

BEECHAM GROUP of the UK yesterday agreed to sell almost all its soft drink interests, mostly to British-owned Britvic, for £120m.

The bulk of the business will go to Britvic for £120m. Britvic, which will be renamed Britvic Corona on January 1, when the agreement takes effect, is jointly owned by leading brewers Bass, Whitbread and Allied-Lyons.

Cadbury Schweppes is to pay about £10m for Beecham's Coca-Cola bottling interests in northern

England, Scotland and Wales, leaving Beecham with highly profitable interests in health-oriented products including Louisa and Ribena.

In another crucial move, Pepsi-Cola International is to take a 10 per cent equity stake in Britvic Corona. Its cola and 7UP brands will greatly reinforce the new company's product portfolio.

Bass will retain a 50 per cent controlling stake in Britvic Corona, while Allied and Whitbread have each reduced their holdings from 25 to 20 per cent to allow Pepsi's participation.

Cadbury Schweppes and Coca-Cola also chose to announce yesterday that their joint production and marketing venture, announced last Christmas, will be launched on February 2 under the name Coca-Cola

Schweppes Beverages. The British company would hold a 51 per cent controlling stake, Mr Dominic Cadbury, chief executive, said yesterday.

The net result will be the emergence in the new year of two powerful groups each controlling about a quarter of the British soft drinks industry.

Pepsi has been looking for a new partner for almost a year since Schweppes, its current partner, struck the deal with Coca-Cola.

Under the terms of the deal with Britvic, Beecham will be paid about \$90m cash plus the benefit of existing debtors, amounting to some £30m. Net book value of the assets to be sold is £24m.

Sales of the drinks brands changing hands last year totalled £115m. Background, Page 18

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EUROPEAN NEWS

Wages and prices attract Gorbachev scrutiny

BY PATRICK COCKBURN IN MOSCOW

SOON AFTER he was elected Soviet leader in 1985, Mr Mikhail Gorbachev went to visit hospital number 58 in Moscow. The chief surgeon there pointed out that he was the only surgeon in the hospital capable of performing complicated operations. For this, he was paid 5 roubles (£5) for each operation, less than his taxi fare home if he missed the bus or metro. Nursing sisters in the same hospital complained they earned only between 60 and 80 roubles a month.

The Politburo did raise medical salaries shortly afterwards from 130 roubles to 200 roubles a month for surgeons and those working in intensive care units. This is still less than most factory workers earn and only just above the average wage of 195 roubles a month.

Lack of wage differentials rewarding skilled or professional workers is increasingly blamed by Soviet economists for the country's low productivity, running at only 50 per cent of US levels in industry and 25 per cent in agriculture.

Mr Gorbachev's Government is now seeking to reverse the trend towards narrowing differentials by boosting professional salaries and the wages of specialist and skilled workers. Last month it announced an increase in skilled workers' wages of between 30 and 35 per cent.

This should also improve the

quality of public services such as health and education, which have suffered because of the pay gap with production workers. In 1940 the difference was only 4.5 per cent, but by 1984 production workers were earning 30 per cent more.

Lack of incentive payments for high productivity also helps explain why two thirds of Soviet workers say they do not work to full capacity, according to a survey cited by Mrs Tamara Zaslavskaya, one of the economic reformers who have come to the fore under Mr Gorbachev.

Another survey shows the impact of poor pay and lack of authority on Soviet management. This revealed that only 9 per cent of managers and 13 per cent of middle management in state and collective farms in Siberia wanted promotion, while 30 per cent of the former and an astonishing 72 per cent of the latter actually wanted demotion because of the lack of rewards.

Writing in the Party monthly journal *Kommunist*, Mrs Zaslavskaya argues that a combination of greater managerial control over hiring and firing, and increased rewards for managers and skilled workers would solve the labour shortage which impedes progress in the Soviet economy. A decline in the birth rate in the 1960s has meant that the Soviet labour force is no longer grow-

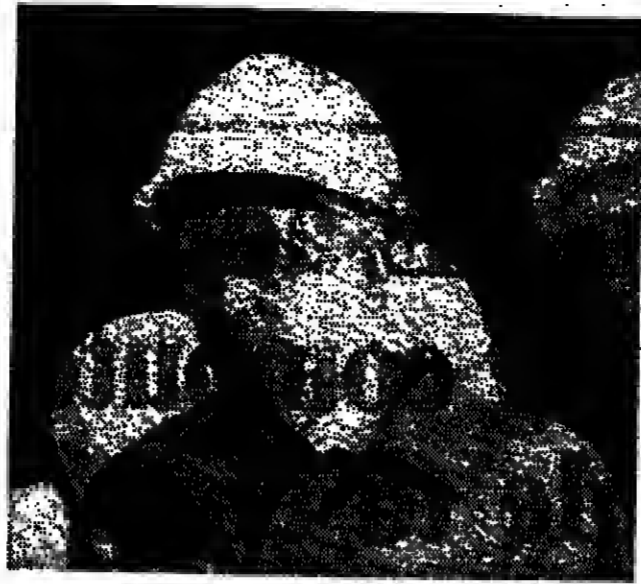
ing fast enough to meet the needs of industry.

The article points out that of the 129-strong Soviet labour force, more than 30 per cent of those engaged in industry and 70 per cent of those engaged in agriculture are performing simple manual work. Soviet enterprises hoard physical assets such as labour and raw materials in the same way as a Western company builds up financial reserves.

Looking at the consequences of a more fluid Soviet labour market, Mrs Zaslavskaya says that as better technology is introduced "millions of poorly-qualified workers will be discharged from the production branches."

Another Soviet economist estimates that between 15m and 19m might be affected over the next 15 years, some of whom could be immediately re-employed by factories which want to increase the number of shifts. The Soviet Government often berates ministries for building new plant when existing factories are working only one shift. Greater labour mobility within the country would also allow re-employment.

The increase in differentials and managerial independence is to be accompanied by greater emphasis on labour discipline. Mrs Zaslavskaya acknowledges that high productivity and high rewards are to be found in the private sector and



Mr Gorbachev at a steelworks... production workers have widened their pay differential over service workers to as much as 30 per cent.

the black market. Both developed strongly under Mr Brezhnev's leadership as output of goods and services by the state failed to keep up with the rise in real incomes.

Some individuals have made fortunes—in the Soviet republic of Latvia, for instance, half of savings bank deposits are held by only 3 per cent of depositors.

The article suggests that some of these profitable private activities be legalised and made subject to a progressive income tax. The top rate of Soviet income tax at the moment is 13 per cent but it is not really used as an instrument of policy.

More controversial than changes in the wages structure are Mrs Zaslavskaya's arguments that these must be accompanied by a new price structure. The price and availability of goods differs greatly across the Soviet Union and has enormous impact on the mobility and distribution of labour.

The timing and form of an overall price change is still being debated but food prices are already going up as more produce is channelled through co-operative shops.

Much of what Mrs Zaslavskaya writes remains theory for the moment. But greater control of individual enterprises over hiring and firing as well as pay differentials clearly crucial to making Soviet enterprises self-supporting and autonomous, as the Government has promised.

Saudis and French 'in \$2bn arms deal talks'

FRANCE IS negotiating a series of arms contracts with Saudi Arabia whose total value could involve \$2bn (£1.6bn) or more, according to French industrial officials, Paul Bette reports from Paris.

The negotiations are believed to be at the centre of the official visit to Paris this week of Prince Nayef Ben-Abdelaziz, Saudi Arabian Interior Minister.

The visit also reflects the concern of the French Government to maintain good relations with the kingdom and develop co-operation between the two countries in the field of security.

The official visit of the Saudi Interior minister follows a recent visit to Saudi Arabia by Mr Andre Girard, French Defence Minister, and a visit to the Kingdom by Mr Jean-Bernard Balsem, French Foreign Minister.

The Saudi Interior minister is due to have talks with President Mitterrand and Mr Jacques Chirac, the prime minister, as well as other senior ministers and leading French industrialists.

French prices up

French retail prices rose a confirmed 0.4 per cent in September, in line with provisional figures reported two weeks ago, the National Statistics Institute (INSEE) said yesterday. Retail reports from

Commission plans to cut special export subsidies to Syria

BY TIM DICKSON IN BRUSSELS

THE European Commission yesterday announced plans to cut special export subsidies to Syria, in the wake of Monday's bitterly divided meeting of EEC Foreign Ministers in Luxembourg. Observers in Brussels, however, were last night confused as to the significance of this latest gesture.

Following an undertaking given to ministers by President Jacques Delors and the Mediterranean Policy Commissioner, Mr Claude Cheysson, late on Monday night, the Commission said that it would be withdrawing so-called special restrictions (or subsidies) paid in some circumstances to EEC grain traders who conclude deals with Syria.

These special payments were introduced directly in response to the US Export Enhancement Programme (EEP)—a series of offers made by the US some months ago to various Middle East and Third World countries—and are paid on top of standing EEC subsidies

designed to bridge the gap between European and world market prices.

Under the EEP, a total of 700,000 tonnes of grain was made available to Syria by the US at attractive prices, but according to American officials in Brussels yesterday, none of this has so far been taken up.

The EEC's own measures, while available in theory, have therefore never been applied in practice.

A Commission official said last night that the situation was under discussion and that a full statement may be made today.

Earlier, another official had indicated that the Commission move was dependent on Washington adopting the same line on grain subsidies to Syria.

According to official figures, the EEC has so far this year sold 350,000 tonnes of grain to Syria, compared with 185,000 tonnes in 1985 and 480,000 in 1984. Most of this is supplied by France. EEC grain exports to Syria are thought to be greater.

Italian ministers divided over policy on terrorism

BY JOHN WYLES IN ROME

ITALIAN Government ministers concerned with security questions yesterday resorted to a bland formula on possible future measures against terrorism because of sharp differences of approach.

The two extremes are represented by Mr Giulio Andreotti, the Foreign Minister, whose attempt to forge closer ties with Arab governments has been steadily crumbling this year, and Mr Giovanni Spadolini, the Defence Minister, who resigned temporarily last year over the Government's handling of the Achille Lauro hijacking.

At the end of a meeting of the inter-ministerial committee on security yesterday, Mr Andreotti avoided any public reference to the British requests for counter-measures against Syria. These would be discussed again, he said, at the next meeting of EEC foreign

ministers in London on November 10.

For his part, Mr Spadolini expressed clear support for the UK in a sign to officials in yesterday's edition of the Republican Party's newspaper, *Voce Repubblicana*. Britain should not be "left alone to confront a danger which faces the entire community," he said.

The Foreign Minister has fought hard to maintain his "soft" policy towards even those Arab governments which have been clearly involved in terrorism.

This is where the view of the Prime Minister Mr Bettino Craxi, will count. On Sunday, he issued a bare statement of full support for the UK's moves against Syria without any elaboration. It seems that he and Mr Andreotti could not agree on the line to pursue in Luxembourg.

Polish debt talks

Polish Government officials met representatives of Poland's main Western creditor-governments last week but failed to convince them that because of financial difficulties, Poland cannot fulfil its debt service obligations, Reuters reports yesterday. AP-DJ reports from Paris.

The creditors stated that until Poland started paying off accumulated arrears, they were not prepared to consider any alteration of previously-agreed terms.

Poland has been making some debt service payments under a recent debt rescheduling accord, but the bulk of the money is going to commercial banks.

Mafia warrants

Magistrates investigating Mafia killings in the southern Italian city of Reggio Calabria said yesterday that they had issued warrants for the arrest of 21 people on charges of criminal association with a Mafia organisation, Reuters reports.

All 21 are accused of belonging to the Calabrian Mafia, known as the 'Ndrangheta, which police believe is behind the killings of 35 people in Reggio Calabria this year.

EEC Vietnam aid

The European Commission yesterday approved an Ecu436,000 (£290,000) emergency aid package to Vietnamese victims of Hurricane Wayne, AP reports from Brussels.

The hurricane, which struck the Vietnamese coastal regions last September, is estimated to have killed between 400 and 600 people, injured 2,500 and destroyed over 500,000 homes.

Austria recalls envoy

AUSTRIA IS recalling its ambassador to Israel for consultations in Vienna, Austria's Chancellor, Dr Franz Vranitzky, announced yesterday, Patrick Blinn reports from Vienna.

He also hinted that Austria may reduce the level of representation in Israel should the Israeli authorities fail to appoint a new ambassador to Vienna.

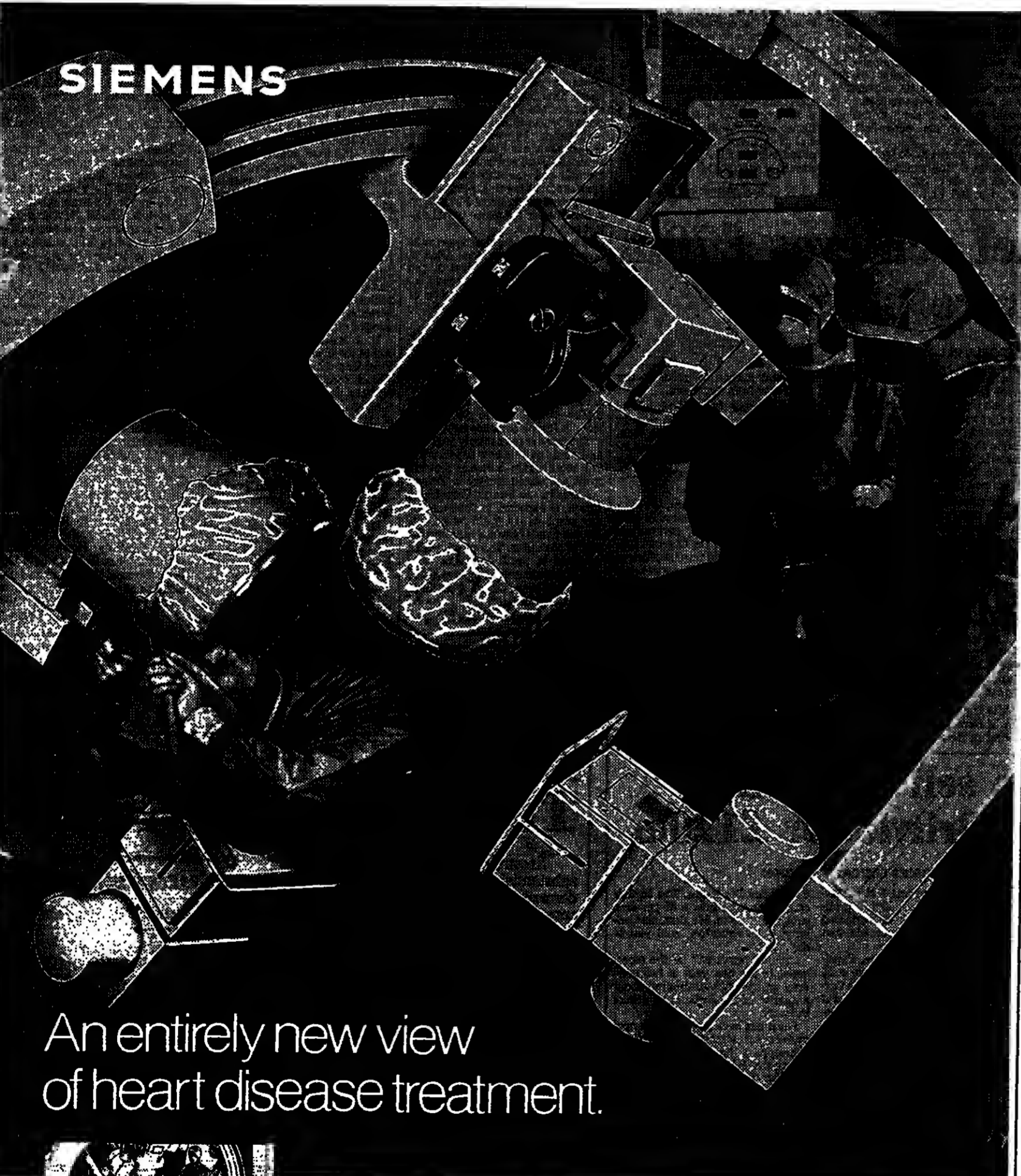
The Austrian authorities have grown increasingly impatient with the Israeli Government's failure to appoint a new ambassador following the departure of Mr Michael Elitzur, the former ambassador, at the end of his tour of duty last month.

Mr Elitzur left Austria without taking formal leave of Dr Kurt Waldheim, the Austrian President, whose election campaign last spring aroused controversy following allegations that he had been implicated in Nazi atrocities. Dr Waldheim denied the allegations.

FINANCIAL TIMES

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Setback for EEC standards on toy safety

BY TIM DICKSON IN BRUSSELS

NEW EEC safety standards for toys, which Britain had hoped to have in place by Christmas, will now not be approved by member states until the first half of next year at the earliest.

The setback—confirmed in Brussels yesterday—is the result of the slower than expected drafting by the European Commission of what is a particularly complicated directive, and the shortage of time so far for any political discussions of its merits.

EEC Consumer Affairs Ministers will give their first reactions to the proposal at a meeting in Luxembourg today but Britain, which is currently in the chair of the EEC, has effectively abandoned any idea of persuading member-states to agree to its adoption.

This means it will not be discussed again until the next meeting of the Consumer Affairs Council in 1987.

The slippage is a disappointment for Britain which is trying hard to put new momentum behind the battle to pull down and harmonise EEC safety and industrial standards.

Time is running out with around 75 of the 106 so-called "internal market" items timetable for completion this year yet to be agreed.

Ironically, as recently as July, Mr Alan Clark, Britain's Trade Minister and president of the Community's informal market Council, specifically identified the toy safety proposal as one which he hoped could be completed by Christ-

Cost of living falls in West Germany

THE COST of living in West Germany provisionally fell 0.2 per cent in October from September to stand 0.9 per cent below its level a year earlier, the Federal Statistics Office said, Reuter reports from Wiesbaden.

In September, the cost-of-living index rose 0.2 per cent against August but fell 0.4 per cent against September 1985. The Statistics Office will release final cost-of-living figures for October in about 10 days.

The year-on-year decline in October was the largest since consumer prices began falling in West Germany in April this year. The consumer index fell 0.4 per cent year-on-year in August, 0.5 per cent in July, and 0.2 per cent in June, May and April.

West Germany's "negative inflation" is chiefly the result of sharp declines in the price of oil and in the value of the dollar since the beginning of the year.

Andrew Fisher profiles a politician ever ready to help high-tech companies Premier tireless in promoting his state

STOCKY, energetic and outspoken, Mr Lothar Spaeth, Prime Minister of the rich West German state of Baden-Wuerttemberg, who is now on an official visit to the UK, has ruffled quite a few feathers in his political career.

Often tipped as a possible successor to Chancellor Helmut Kohl as leader of the Christian Democratic Union (CDU), he is tireless in his promotion of the interests of his state, which has less unemployment and more growth than the country's average.

He is not shy of intervening to help new, high-technology companies get started and find access to research facilities. He acted recently to ensure that a new Daimler-Benz plant was sited in the state, rather than in the north, by granting state funds of around DM 140m (£50m) for improvements in the local infrastructure.

Mr Spaeth, 48, shrugs off criticism of his methods easily, denying that they are an affront to the principles of the free market. For Baden-Wuerttemberg, companies such as Daimler, Porsche and Bosch represent an important part of the south-western state's prosperity and image.

There is no hint of controversy over Mr Spaeth's three-day trip to the UK, however, which he says will enable him to learn more about British attitudes to science and technology, the service industries, and culture, and the roles of all three in modern industrial society.

But while there is no question about his eagerness to learn—he is a tireless traveller and promoter of his state—British politicians, businessmen and scientists are likely to be far keener to hear how he explains Baden-Wuerttemberg's rise to industrial and technological prominence.

Seated in his vast office in the state ministry in Stuttgart, Mr Spaeth holds forth at length about the reasons for this. "The strength of Baden-Wuerttemberg is in its small and medium companies," he asserts.

"It is the role of the state to try and offset any competitive disadvantages with the bigger companies."

Time there are extensive research facilities that smaller companies can call on for help.



Mr Lothar Spaeth... eager to learn

They can turn to the Steinbeis Stiftung (foundation), named after the former royal adviser who once sent a young man called Gottlieb Daimler to Paris to study a gas motor. But Mr Daimler came back, saying he had another idea, and the rest is history.

The foundation is a contact point between companies and professors in the state, which

last year spent some DM 3.6bn, or a tenth of its budget, on science and research. "Smaller companies are inhibited about turning to science."

They are not inhibited about exporting, an activity in which Baden-Wuerttemberg outstrips Switzerland, Sweden, Spain and plenty of other countries. Nearly a third of the state's gross national product consists of exports.

Much of the export growth stems from the strongly state-backed research efforts of the state, justifying high spending in this area, he comments: "There are always small sins against the pure teaching of the market economy. But such small sins should at least be directed to the future."

For Britain, the message is all too familiar. "Most people commit large sins which look back to the past. Other German states put lots of money into steel, shipyards, construction, and other sectors, which delay structural change. You have to force structural change to create jobs for tomorrow."

Mr Spaeth is unlikely to lecture the British—he saw Mrs Margaret Thatcher yesterday and today sees Mr Paul Channon, the Trade and Industry Secretary—on any shortcomings he may see across the Channel.

But he intends to canvass his idea for more co-operation between high-technology areas of Europe such as his own state, Catalonia in Spain, northern Italy, and south-eastern France.

Thus, his visit today to Cambridge Science Park is regarded as a key stop on his trip. Also on his schedule is a meeting with Mr James Stirling, the British architect who designed the striking art gallery extension in Stuttgart and has been chosen to design a new music school.

Better buildings, more health care, and increased cultural facilities are all part of Mr Spaeth's vision of the modern industrial world, where increased earnings should not just be spent on buying more goods.

"That can create genuine new jobs," he believes. Service industries "should not be seen as just a way out to give the unemployed some sort of work."

Hungarian bank offers secret accounts

By Leticia Collet, recently in Budapest

HUNGARY is successfully enticing Westerners to open hard currency savings accounts by offering competitive interest rates, secrecy and a guarantee that deposits and interest will be repaid.

Westerners have responded by opening nearly 120,000 accounts with the Hungarian Savings Bank (OTB), in which they deposited \$150m (£104m).

Mrs Katherine Barotossy, a director of OTB, said 15-20 per cent more accounts will have been opened this year. More than half of them are in dollars followed by D-marks, Swiss francs and schillings.

She noted that in addition to the "favourable" interest rates, "Westerners were attracted by the tax and duty-free status of the tax and duty-free status of the numbered accounts," she said, was also very important "along with the Hungarian State's guarantee for the reimbursement of deposits and interest in hard currency."

"Clients must trust our bank and the Hungarian State," she explained. "The figures show that they do."

Negotiations in recent years over the abuse of numbered Swiss bank accounts by Americans was "good for us," Mrs Barotossy admitted. She added, though, that Hungary has always had "bank secrecy."

OTB's regulations say that it gives information about hard currency accounts "only to their holders" or to persons authorised by them. The accounts can be opened with a "name, number or code," according to a brochure issued by the bank.

Most of the Hungarian Bank's Western account-holders are Europeans—mainly West Germans, Austrians, French and Belgians—in addition to Americans, many of whom are of Hungarian descent.

OTB pays 61 per cent for dollars deposited between one and 12 months, 41 per cent for D-marks, 43 per cent for Swiss francs and 10 per cent for sterling. The bank lists interest rates for 18 foreign currencies.

Mrs Barotossy said OTB was satisfied with the development of its Western accounts which began 10 years ago, but admitted: "We would like more and more."

US to step up propaganda war in E Europe

BY PETER BRUCE IN WEST BERLIN

THE US Government is planning a major intensification of its propaganda war in Eastern Europe by setting up a new television station in West Berlin.

Congress has just voted \$12m (£8.3m) towards establishing a TV arm to the 40-year-old RIAS (Radio in the American Sector) radio station in the divided city, and the Bonn Government, which carries the bulk of RIAS costs, is expected soon to release a provisional DM 8m (£2.8m) funding.

The TV station, which like its radio counterpart, will broadcast in German, could begin operating next year. Officials of the US Information Agency, which controls RIAS, said in Berlin yesterday that they expected a total audience of around 5m for RIAS TV.

The majority would be East German, an official said. "RIAS is probably already the most popular radio station over there," he added. Although the TV channel would be available

to West Berliners too, "East Germans" are our primary audience," he said.

Staffed entirely by Germans, though with a US-controlled supervisory board, RIAS TV will be able to reach all of East Berlin and Potsdam to the south-west of the city. US funding will be limited to transmission costs, at most 10 per cent of total costs.

The fact that the US controls RIAS while the West Germans fund it, is a hangover from the early post-war years, before the

start of the Cold War when the radio station was dubbed "People's Enemy No 1" by some members of the East German Government.

Although the East Germans now grudgingly tolerate RIAS radio broadcasts, they are understood to have tried almost a year ago to persuade Bonn not to allow RIAS TV to go ahead. But they appear to have failed.

In West Berlin, news of the TV plan has won enthusiastic support from the city's ruling Christian Democrats.

Civil servant shot in legs

A SENIOR West Berlin civil servant was shot in the legs near his house yesterday and police said he may have been the target of a political attack, Reuter reports.

A police spokesman said Mr Harald Hollenberg, 54, director of the Department for Registration of Foreign Nationals, suffered flesh wounds when he was gunned down in the Zehlendorf district.

Mr Hollenberg's assailants, thought to be two men and a woman, escaped in a car later found blazing nearby.

UN commission for refugees in appeal for £40m

BY STEPHANIE GRAY

THE United Nations High Commission for Refugees yesterday appealed for £40m to carry through its work among the world's 12m refugees to the New Year.

The High Commission's financial problems threaten to curtail or stop essential services in camps where shelter is inadequate and education and skills training non-existent.

Only \$17m (£11.8m) of the organisation's yearly \$400m requirement comes from the UN budget.

One immediate need is investment in northern Uganda to create an environment into which 150,000 Ugandans could return from southern Sudan.

The British Government has pledged £500,000 towards the exercise, but Mr Jean-Pierre

Hocke, the High Commissioner, will be lobbying the British and other governments for more.

Mr Hocke emphasised that the organisation was being streamlined to make it more efficient and that irregularities in procurement procedures disclosed in an auditors' report to the UN were being rectified.

He said that, apart from the basic emergency facilities, edu-

cation and income generating activities were essential if refugees were to be able to rebuild when they returned to their homelands rather than become a burden for the rest of their lives.

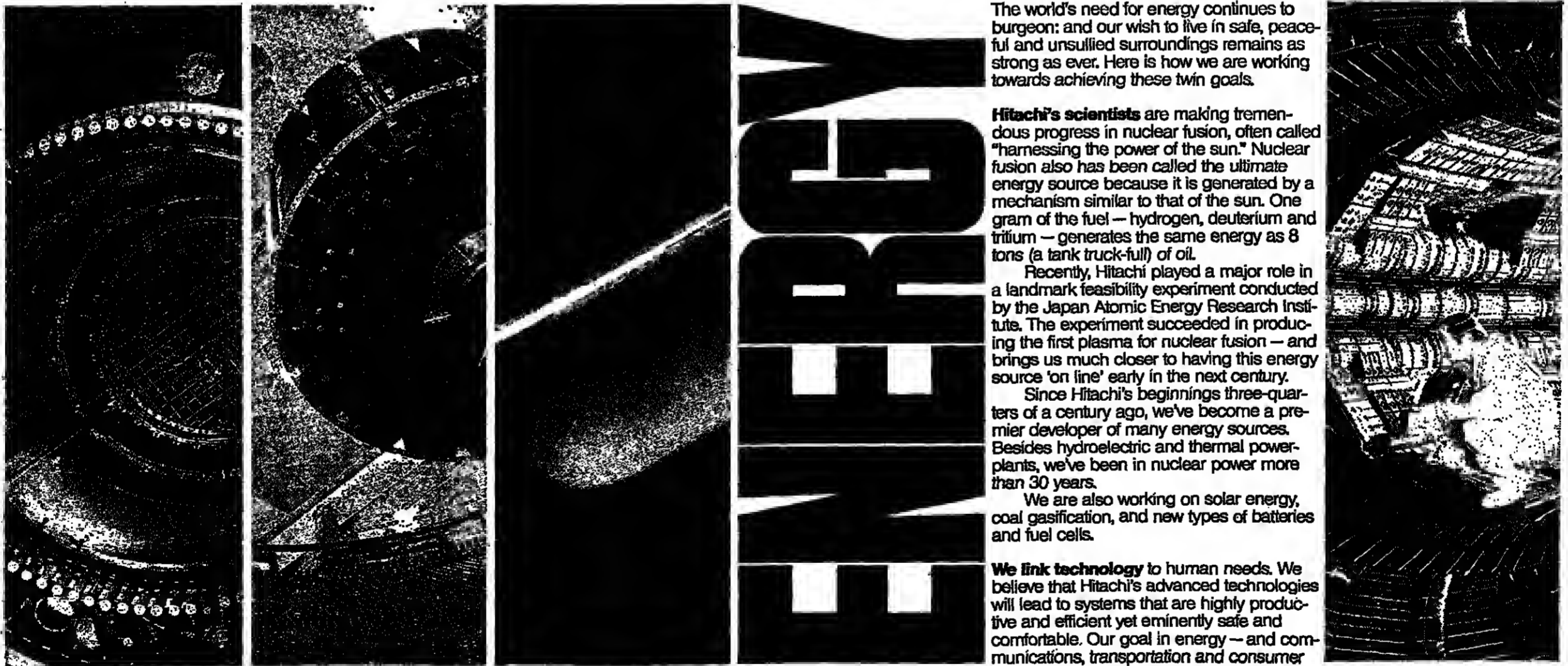
They must be assisted to return to their countries of origin with dignity and security.

The main concentration of refugees are in Pakistan, Sudan,

Tanzania, Thailand and Honduras.

Lord Ennals, the chairman of the British United Nations Association, which has launched an appeal for £1m, called for a common European policy on refugees, especially given the barriers recently thrown up against asylum-seekers in West Germany and Denmark.

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AMERICAN NEWS

Alfonsin fends off attack on his economic team

BY TIM COONE IN BUENOS AIRES

MR RAUL ALFONSIN, Argentina's President, has publicly backed his economic team, led by Mr Juan Sourrouille, the Economy Minister, amid growing rumours of a cabinet reshuffle before the year end. The Government's economic policy has come under increasing attack in recent months from unions and industrialists. With mid-term elections due next year, there has been growing speculation over possible shifts in the Government's economic strategy. The unions are pressing for across-the-board wage increases to maintain living standards against the inflation rate, running at about 6 per cent a month. The business sector has been complaining of restrictive price controls and excessively high interest rates. However, President Alfonsin, speaking at an industrial conference at the beginning of the week, gave one of the strongest eulogies he has yet made of his economic policy makers.

US miners' union considers merger

By Terry Dodsworth in New York

THE United Mine Workers of America, once one of the most powerful forces in the US labour movement, is considering merging with another union. The decision, taken at its convention in Atlanta, underscores the weakness of the labour movement in traditional US industries. The UMW draws its members from the coal-mining sector which has been hit by declining revenues and profitability over the past few years. More than a quarter of its 200,000 members are out of work and it has suffered increasingly from a trend to non-unionised pits. According to Mr Rich Trumka, the union's president, no negotiations have yet begun with potential partners. But interest is focusing on three main candidates—the Oil, Chemical and Atomic Workers, the United Steelworkers, and the Electrical Workers. If the miners' union linked up with any of these, it would return under the umbrella of the AFL-CIO federation of labour organisations. Under Mr John Lewis, the iron-weld leader of the miners just after the Second World War, the union was pulled out of the federation and pursued a militant approach. At the convention this week he has already persuaded delegates to eliminate the \$70m ceiling on the strike fund, and the move to amalgamate with another union is seen as an additional step to strengthen the union's resources.

Reagan accused of new arms talks gaffe

BY LIONEL BARBER IN WASHINGTON

THE DISPUTE about what President Reagan actually offered at the Reykjavik talks took on a fresh edge yesterday following reports in Washington that the President did in fact suggest banning all offensive strategic forces by 1990, not just ballistic missiles. The reports confirmed the far-reaching nature of US proposals and appeared to tie in with Moscow's version of the final hours of talks in Reykjavik between the President and the Soviet leader, Mr Mikhail Gorbachev. According to a further report in Washington, the US has approved a directive for US negotiators in Geneva that incorporates banning all ballistic nuclear missiles by 1992. The complex package would include a pledge to adhere to the anti-ballistic missile (ABM) treaty for 10 years before deploying the strategic defence initiative (SDI) package also including banning theatre or medium range nuclear weapons in Europe, but significantly not cruise missiles, nuclear bombs and nuclear-tipped shells. Over the past week, Moscow has accused the US of gross misrepresentation and taken

Trinidad in \$117m gas plan

By Conate James recently in Port of Spain, Trinidad

TRINIDAD and Tobago is to spend \$117m over the next three years on a natural gas project off the south-east coast of Trinidad. Mr Patrick Manning, the Natural Resources and Energy Minister, said production from the project, to be managed by the state-owned South East Coast consortium, is scheduled to begin in early 1990. Mr Manning said the project was intended to ease Trinidad and Tobago's dependence for natural gas on the local operations of Amoco of the US, which accounts for 80 per cent of the 7.5bn cubic feet of gas produced annually. Additional gas was needed to support a planned expansion in the country's ammonia production, he said. At current production levels, Trinidad's demand for gas would outstrip supply in the 1990s.

Charles Hodgson in Miami on an American state that points the way to the future Republicans struggle in booming Florida



IN FLORIDA, where Democrats tend to sound like Republicans, "liberal" is a four-letter word. President Ronald Reagan, campaigning in Tampa last week on behalf of Mrs Paula Hawkins, the incumbent Senator, found it a useful way of describing the Democrat challenger Governor Robert Graham. A crowd of 9,000 Republicans packed into the red, white and blue bedecked basketball stadium at the University of South Florida roared and stamped their approval as Mr Reagan linked the Governor with the "lighter than air liberalism" of the US tax and spend "Carter Administration". Mr Reagan's visit to Florida came in the middle of a hectic 13-state tour designed to drum up last-minute support for Republican candidates in the run-up to the November 4 mid-term elections. Mr Hawkins, 59, badly needs the President's support in her uphill race against Mr Graham. Opinion polls published by the Miami Herald before his visit put her seven percentage points ahead of her opponent, an improvement on the gap earlier in the campaign which some polls put at 23 points. But observers believe the Hawkins campaign has stalled and that despite the President's gushing personal endorsement she will probably find it impossible to overhaul her opponent. The loss of Mrs Hawkins's seat in the nationwide swing to the Reagan-led Republicans in 1980, would be a serious blow to her party's hopes of retaining its narrow majority of six in the 100-seat Senate. Failure to return a Republican-dominated Senate, Mr Reagan warned last week, would put the work of his Presidency at risk. But aside from the issue of who controls the Senate, the Florida race is regarded as a key contest because of the state's rapid emergence as one of the most powerful in the US. A rise in population of more than 80 per cent in the 10 years up to 1984 has pushed the state into sixth place with a population of 11.8m. By 1990 it is expected to become the fourth largest state behind California, Texas and New York and to leapfrog into third place by the end of the century. Fueled by 1,000 new arrivals a day, the state's economy is booming. It is fast diversifying from its traditional dependence on agriculture, tourism and construction into high-technology banking and financial services, retail trade and light manufacturing. These changes have encouraged Republicans to believe that Florida offers fertile ground. The population explosion has led to a marked change in the state's political character, with 80 per cent of voters born outside the state and with little understanding of its political culture and Republican restrictions to individual candidates. Up to one third of the voters

per centage points at the expense of the Democrats. Among voters identifying themselves for one party or the other," according to Miss Anne Kelley, an Associate Professor of Political Science at the University of South Florida. A poll carried out last year by Florida's state university found that 56 per cent of those surveyed considered themselves Democrats, 33 per cent Republicans and 30 per cent independent. Only five years before, a similar poll found 48 per cent regarding themselves as Democrats. These new Republicans probably have more in common with their new Democrat neighbours than either realise. Although Democrats have dominated state and local elections since the civil war, Florida has voted Republican in all but two Presidential elections since 1948. Lyndon Johnson in 1964, and Jimmy Carter in 1976 were the exceptions. It is indicative of broadsides made by the Republicans at the state level that the party's candidates to succeed Mr Graham as Governor is strongly tipped to defeat a Democrat to become only the second Republican Governor in the state this century. The candidate, Mr Robert Martinez, was formerly Mayor of Tampa and has run on a strongly anti-tax and pro-growth ticket. Mr Steve Pajcic, his opponent, has argued that the demands of Florida's fragile environment should take precedence over unchecked growth. Ironically, Mr Martinez, once a Democrat, is ideologically closer to Mr Graham than Mr Pajcic. The race for the Governor's post has also reflected more closely the concern in a state about how future growth should be planned than the Senate contest, which has bogged down in a narrow range of issues such as drugs and abused children. The growth and revenue-raising debate, in a state which has historically used low tax rates to attract wealth is crucial to all-southern subbelt states, which are acting as a magnet for people and companies from declining industries in the north. It also has lessons for the nation as a whole, for although Florida has the oldest population of any US state, with 18 per cent over 65, compared with 11 per cent nationally, the largest number of new arrivals are in the 25-44 low tax range. The age structure of Florida's population today gives a foretaste of the likely national picture in 1995, according to Mr James Naisbit, the economic forecaster in his best-selling Megatrends. The conflict between young and old voters evident in the state today over education standards, social security payments, infrastructure and growth patterns is likely to be repeated across the country in the years to come.

Congress budget chief predicts lower deficit

BY JANET BUSH IN LONDON

A COMBINATION of spending cuts, notably on defence, and large-scale artificial accounting should bring the US Federal deficit down to just above \$150bn in the fiscal year 1987, according to Mr Rudolph Penner, director of the US Congressional Budget Office. In fiscal 1988, the deficit was not likely to fall below this level and could even rise again, he told a conference in London. He said his projection for fiscal 1987 assumed some acceleration in US activity to give real growth in 1987 of over 3 per cent, more optimistic than some other forecasts. An outright recession would have to occur in 1987 to prevent a fall in the reported federal deficit from the record \$220.7bn shortfall in fiscal 1986. Mr Penner's forecast is still well above the \$144bn deficit target set by the Gramm-Rudman-Hollings Law, which calls for a balanced budget by 1991.

Lloyd's in emergency talks on insuring US bank directors

BY WILLIAM HALL IN SAN FRANCISCO

THE FEDERAL Deposit Insurance Corporation (FDIC), which insures the deposits of nearly 15,000 US banks, has held an emergency meeting with the Lloyd's of London insurance market in a bid to ensure that US banks can get insurance cover for their boards of directors. The FDIC is facing a record number of US bank failures this year — roughly three a week. This factor, combined with the general problems of the US insurance industry, means that US banks are finding it increasingly difficult to recruit and retain non-executive bank directors because of the difficulties of getting adequate insurance coverage for bank directors, many of whom are sued when a bank fails. In the case of "bankers' blanket bonds" the premiums and deductibles have increased dramatically while the scope of liability and the scope of cover-

\$220m loan for Ecuador

BY DAVID BLACKWELL IN NEW YORK

BANQUE PARIBAS yesterday signed a \$220m facility for CEEF, the Ecuador state-owned oil group. The facility, which will help Ecuador weather the fall in oil prices, is a rare new money facility for a country rescheduling its debt. The facility, in which 22 banks are participating, is based on pre-financing on a revolving basis a percentage of the next six months of the country's oil revenues. Ecuador relies on oil for 63 per cent of its income.

Margarita Zimmerman on Castro's catalogue of calamities Cuba looks East as crisis deepens

THE CUBAN economy is in the throes of one of its worst crises since the 1959 revolution because of a shortage of hard currency, non-fulfilment of export targets and poor performance of its import substitution policies. At the same time, the Havana Government has strenuously committed itself to greater integration with the centralised economies of Eastern Europe, with whom it already conducts some 85 per cent of its trade. President Fidel Castro last month sharply criticised the US for selling heavily subsidised sugar to China. Sugar exports last year accounted for about 70 per cent of Cuba's total export earnings, but their share of hard currency receipts has fallen from 62 per cent in 1981 to only 14 per cent of the \$1.35bn earned in 1985, largely because of the collapse in world prices. President Castro warned in his speech that the decline in petroleum prices meant heavy losses for Cuba, which in 1985 earned 43 per cent of its hard currency revenues from re-exports of Soviet oil. Creditor country diplomats agree that the Cuban economy needs an injection of new money for this year and next year, a stabilisation of oil prices at higher levels than have existed for most of this year and a healthy sugar harvest to fulfil commitments to the Comecon bloc. Cuba this year has had to buy 145,000 tonnes of sugar on the open market to meet its Comecon sugar commitments. Central bank officials will be in a difficult position when they next meet Paris Club officials to discuss the country's debt problems. At a recent meeting with the French bank Credit Lyonnais Cuban officials said \$300m in fresh credits were needed in the short term. The bank was prepared to offer only \$50m. According to the Cuban National Bank first quarter trade with the free-market economies fell by nearly 18 percentage points against the same period of last year, while rising 5 percentage points with the centrally-planned economies. If the trend is maintained throughout the year, total trade of pesos 15.2bn (£13bn) would rise by about pesos 1bn over 1985, although crucial hard currency imports would fall to about 12 per cent of the total.

over the decade. Management ranks had swelled to 250,000 from 148,000 in a total Cuban workforce of under 3m. Because the Semp system's complex incentive pay schemes were misapplied, production workers often received double or triple their basic pay, while managers received benefits of decentralised controls that assigned them authority over state resources. Networks of managers sprung up at all levels to share the benefits of power and privilege. Business links were forged between entrepreneurs of the 200 free farmers' markets around the country — official figures place their share of the total food supply at 2 per cent — and managers who authorised the use of machinery and materials to build private houses, for example. Other examples of such enterprise abound, such as the production of plastic earrings, made from melted down toothbrushes, to cooking utensils, which the state was unable to supply in adequate quantity. Some 10,000 private lorry operators earned hundreds of pesos a day, under a mechanism designed to encourage state enterprises to use the national rail-ways by boosting road haulage fees. Efforts to set Cuba on a new tack are now in the hands of a Semp national commission. The head of the nine-member group is Mr Jose Lopez Moreno, president of the Central Planning Board, who recently took over from Mr Humberto Perez, the leading official most closely associated with the troubled Semp programme. The pervasiveness of the inefficiencies has provoked the ire of President Castro. In April he referred to managers who use their positions for personal profit as the "new mercenaries" while at the same time stressing that the "cultural revolution" was in the offing. He suggested a "rectification process" would be in order when he met enterprise managers and economic party officials in June. Urging Cuban journalists to report on the country's "catalogue of calamities," he said that economic planning had been in the late 1960s had been of a tactical nature, that current ones were strategic and would jeopardise the building of a socialist society if they were not corrected.

Fidel Castro: strategic errors

A three-way agreement announced this month under which the Soviet Union will finance construction by Bourgeois Offshore of France and INA of Yugoslavia to build oil super-tanker docks at Matanzas may provide a model for easing the hard currency squeeze while stepping up Cuban integration in Comecon. The deal is worth EFR 280m (£20m), with one-third of the share going to the Yugoslavian group.

Cuban planners hope to move away from dependence on Comecon, but it offers a security that Western trade cannot provide.

The inefficiencies of Cuba-Comecon trade have not escaped criticism and many Cuban economic planners hope that the country can move away from its dependence, although it offers a security that Western trade cannot provide. President Castro recently criticised Cuban architects for accepting "non-Cuban" designs for the troubled Celia Sanchez textile plant in the southern port of Santiago. The Soviet-designed factory has 14 sq km of flat roofs, all of which leaked when the drought-ridden city recently had its first heavy rain in three years.

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Advertisement for Japan Air Lines featuring the word 'FREQUENT' and a grid of flight departure times to Tokyo. The grid shows flights on Sunday, Monday, Tuesday, Wednesday, Thursday, Friday, and Saturday. Text includes: 'Our 8 flights a week leave other airlines trailing behind.', 'When you consider our schedule to Tokyo it's hardly surprising.', 'We offer 8 flights a week from the UK to Japan and we're the only airline to fly twice on Saturdays and non-stop on Tuesdays.', 'So, travel on a Tuesday and you cut almost 6 hours off your time in the air.', 'All flights take off in the afternoon except for Tuesday's which departs in the evening. Thereby leaving ample time after arrival in Japan for a meal and a good night's sleep before work the next day.', 'And from Paris we have evening non-stop flights to Tokyo on Saturdays and Sundays.', 'No wonder the others have trouble keeping up with us.', 'JAPAN AIR LINES', 'Everything you expect and more.'

OVERSEAS NEWS

Japan considers radical changes to tax system

JAPAN'S average wage earners, already the highest paid and least taxed in the world, stand to be even better off if parliament agrees to major tax changes presented to the government yesterday, Reuters reports from Tokyo.

The proposals, formally submitted to Mr Yasuhiro Nakasone, the Prime Minister, by the powerful Tax Council, a government advisory body, call for the biggest shake-up of Japan's tax system in more than 35 years.

In accepting the council's report, Mr Nakasone said the Government must remove the distortions in the tax system and regain the trust of the people.

If the proposals are adopted, the average Japanese making some 4m yen (£18,000) annually could find himself with up to 150,000 yen more in his pocket. High wage earners would do even better. The council wants the top income tax rate slashed from 55 to 45 per cent.

In all, the council is calling for a 2,700bn yen cut in income taxes in the fiscal year beginning next April.

Big business also stands to benefit from the proposals to the tune of 1,800bn yen. The council advocated a cut in the average corporate tax rate to under 50 per cent, from nearly 53 per cent.

ADB funds increase backed by 18 nations

By Peter Blackburn in Abidjan

AN 18-COUNTRY ad hoc committee has agreed to "favourably consider" a 200 per cent increase to \$18.4bn in the capital of the African Development Bank (ADB), according to a bank communique released yesterday.

The Abidjan-based bank, the most important pan-African development financing institution, is seeking an increase in capital to support a new five-year lending programme for 1987-91.

The capital increase is the first in which the bank's 25 non-African members, who joined at the end of 1982, will participate.

A resolution in support of the capital increase is due to be finalised at the committee's next meeting in Abidjan next month before being submitted to the bank's governors for approval.

The communique follows the third meeting of the ad hoc committee in Washington.

In what is seen as a compromise, the bank's five-year lending programme would be reduced to between \$5.5bn and \$7.1bn from the original proposal of \$9.5bn.

Ethiopian regime under scrutiny

Government schemes have alarmed aid donors, Michael Holman reports

ETHIOPIA'S controversial Government, which is expected to appeal later this year for further food aid from international donors, is likely to come under renewed scrutiny from Western governments in the wake of the third defection within a year of a leading official.

The charges levelled in New York by Mr Goshin Wolde, who resigned this week as Foreign Minister, echo those made last December by Mr Dawit Wolde Giorgis, former head of the Ethiopian Government's Relief and Rehabilitation Commission (RRC), and his deputy, Mr Berhane Daressa.

All three men paint a picture of an authoritarian regime headed by Colonel Mengistu Haile Mariam, who is committed to an inflexible application of the Marxist principles the Government espouses. The administration's unsuccessful agricultural policies, the defectors say, exacerbated the effects of the devastating drought of 1984 which cost hundreds of thousands of lives.

The drought and the accompanying famine prompted an unprecedented international relief operation in which 6.5m people were regularly fed (15 per cent of the population) and 1.2m tons of food, mainly from Western governments and agencies, were distributed.

The efficient role of the RRC was widely admired but nevertheless several questions were raised about Ethiopia's vulnerability to drought and famine.

What especially alarmed many donors, anxious to avert another such catastrophe, were two government programmes. The first involved the resettlement of peasant farmers and their families living in the arid north to the more fertile south.

The second programme envisages the expansion of peasant co-operatives under a "villagisation" scheme which would affect about half the peasant population by 1991 and put about half the cultivated land under communal control.

Several Western governments - notably the US - and donor agencies have strongly criticised the former programme in which about 600,000 farmers and their families have been relocated and 1m or more scheduled to move. They have accused the government of coercion and maintained that the scheme, badly planned and poorly implemented, has itself cost tens of thousands of lives.

They also maintain that the resettlement policy has underlying political motives. The Government, say critics, wishes to move sym-



thisers of the rebel movements operating in Tigre and Eritrea provinces to the more secure south.

The "villagisation" programme has also come under sharp attack for it is seen as an extension of the state's role in the agricultural sector.

Western critics say that the Government's participation has been marked by inefficiency, low productivity, poor returns on capital investment in heavily mechanised state farms and, above all, a policy which discourages peasant production because of low prices for cash crops and cereals.

The critics case was reinforced last year when Mr Dawit Wolde Giorgis, the leading figure in the

Australia launches investment gold coins

AUSTRALIA, yesterday launched the first phase of its assault on the world market for investment gold coins once dominated by the sanctions-hit South African Kruggerand, Reuters reports from Perth.

GoldCorp Australia, an arm of the Western Australian State Government's Western Australian Development Corporation, will offer 15,000 proof mintings of each of four Australian Nugget coins.

The 99.99 per cent purity coins are named after famous large nuggets found by prospectors over the 135 years since gold was discovered in Australia.

A full set of the one-ounce, half-ounce, quarter-ounce and one-tenth ounce proof coins will cost A\$1,992 (US\$1,260) and a one-ounce coin A\$1,029. Half the proof coin sales will be reserved for Australians and the rest will be sold on the world market, GoldCorp said.

The proof Nuggets will be selling at a premium of more than 60 per cent on the world gold price, now about \$410.

Mass-produced Nuggets will be launched on the world market in 1987.

Israeli nuclear technician 'moved to civilian jail'

BY ANDREW WHITLEY IN TEL AVIV

THE FORMER Israeli nuclear technician suspected of having been kidnapped abroad by the Mossad, Israel's secret service, and brought back to the country has been transferred from a military detention centre to a civilian jail in Haifa.

Security sources say that Mr Mordechai Vanunu was transferred four days ago from the Cadere detention centre in central Israel, where he was originally held, to a civilian prison following the completion of his questioning by the security services.

At the end of his initial remand period, next Tuesday, Mr Vanunu is expected to be formally indicted.

Mr Vanunu, who leaked Israel's nuclear weapons secrets to a British newspaper, faces charges under Item 131 of the Israeli criminal code, dealing with offences against the state. He is expected to be brought before the Jerusalem district court to face trial in the near future.

Against a background of continuing official silence, the Israeli press is mounting a campaign to force the Government into disclosing his presence in Israel and explain the security lapses which apparently led to his revelations.

With public opinion running strongly against the former employee of the Atomic Energy Commission, who is being treated as a traitor, the press has called for him to put on trial in public and severely punished.

"His being brought to Israel, his trial and sentencing must deter every potential traitor," said Ma'ariv, a leading daily. The English language Jerusalem Post condemned the tight secrecy surrounding Mr Vanunu's whereabouts, ridiculing the claim of the Prime Minister's Office that it did not know anything about the affair.

Meanwhile, Mr John McKnight, an Australia priest who had befriended the dissident Israeli and has been searching for him, said yesterday that he had not been able to contact Mr Vanunu, and was leaving the country.

Mr McKnight said he had been told by the Israeli embassy in London that he would be able to visit the nuclear technician, if he was being held in Israel. But all his efforts to track down his friend had been met by an official silence.

Punjab faces upsurge in Sikh extremist violence

BY JOHN ELLIOTT IN NEW DELHI

INDIA'S northern state of Punjab is facing renewed violence by Sikh extremists in the run-up to the second anniversary on Friday of the assassination of Mrs Indira Gandhi, the Prime Minister, by two Sikh security guards.

Nine people were killed in four separate attacks by gunmen yesterday. Seven people died in an attack on a bus last Saturday in the worst mass killing in the state since July.

Violence has increased in Punjab in recent months following the Indian Government's failure to push through key parts of its peace accord for the state.

The government is stepping up its accusations against Pakistan, with which its relations have been deteriorating recently, of training Sikh extremists. Police blamed some of yesterday's attacks on 50 Sikhs who they said had crossed illegally into the Punjab from neighbouring Pakistan in the past month.

The attacks, included the killing of three people at a Sikh religious function and two "Mahants" or religious men at a shrine. Others killed included the uncle of a former Punjab police chief and a district official of the Gandhi family's ruling Congress I Party.

The extremists want to create an independent Sikh state of Khalistan in the Punjab. Their killings are aimed at removing Sikhs who do not agree with this aim and at frightening members of India's majority Hindu religion sufficiently for them to leave the Punjab.

The situation was discussed last night by the Government's political affairs committee and tomorrow a meeting has been called in Chandigarh of all the state's political parties.

US to relax restraints on migration from Hong Kong

BY DAVID DODWELL IN HONG KONG

THE US Government is to relax restraints on migration from Hong Kong from October next year, raising the annual quota from 600 to 5,000.

The move will be widely welcomed in Hong Kong, where many local people, nervous about the fate of the territory after 1997 when China regains sovereignty, have sought foreign residence rights.

US officials insisted yesterday that adjustment of the quota involved no change in migration policy. They said that it would nevertheless help clear the backlog of Hong Kong residents who have qualified for residence in the US, but who have been caught in a waiting list resulting from the quota limit. Many have to wait between 10 and 15 years before coming to the front of the queue.

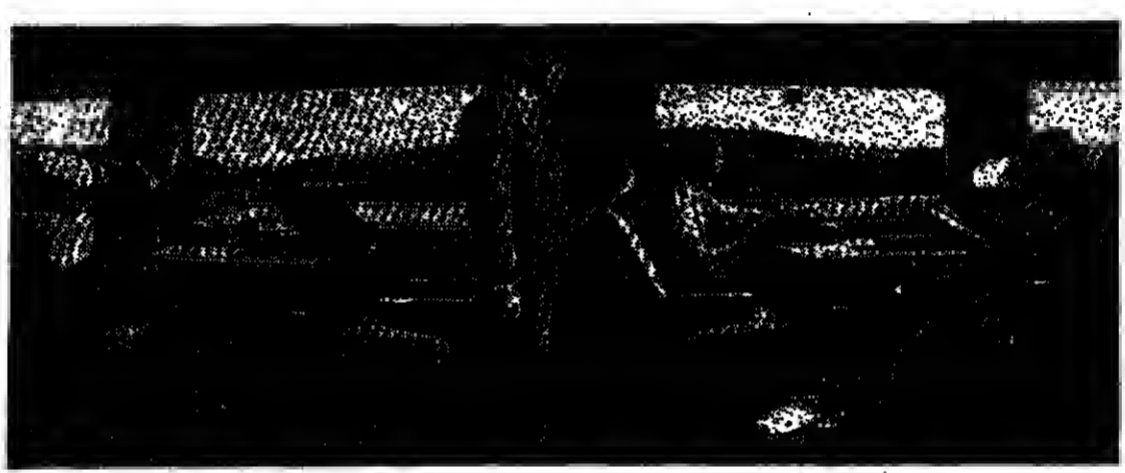
Emigration from the British territory is a matter of serious concern not just for Hong Kong Government officials, but for those in Peking too. Authorities fear it will undermine political and economic confidence, divert investment capital, and result in the loss of skilled and professional people.

About 8,000 Hong Kong people emigrated to Canada last year—about half of the country's immigrant total. About 4,000 found new homes in Australia.

The US move coincided with signs that Vietnamese refugees encamped in Hong Kong face increasingly bleak prospects of resettlement in third countries.

A senior Hong Kong official who returned yesterday from a United Nations refugee conference said that third countries were all waiting for a lead from Britain before making any commitment to resettle more refugees themselves.

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WORLD TRADE NEWS

US warns Japan on microchip pact violations

BY LOUISE KEHOE IN SAN FRANCISCO

THE US Commerce Department and the US semiconductor industry have issued thinly disguised threats to Japanese chipmakers of the potential consequences of their alleged violations of the US-Japanese semiconductor trade agreement.

The move comes on the eve of the first scheduled inter-government consultations on the implementation of the broad trade pact in Washington this week. The Commerce Department said that it would impose stiff dumping penalties on Japanese memory chips if the trade agreement rules were broken.

Separately, the powerful Semiconductor Industry Association trade group, which represents US chipmakers, threatened to call for "additional government action" which might include dumping duties, if Japanese companies did not stop dumping (selling at less than fair value) chips in third country markets by November 15.

In a move that puts "teeth" into the trade agreement, the US Commerce Department announced on Monday that it had reached a final determination that the Japanese chip makers were guilty of dumping memory chips in the US during the period April 1 to September 30 1985.

The department undertook its investigation as a result of an anti-dumping suit filed last year by three leading US chip makers: National Semiconductor, Intel and Advanced Micro Devices. Although the anti-dumping suit has been suspended as part of the trade agreement, it could be

reinstated if Japanese chip makers violate the trade pact, US trade officials warned.

The potential consequences of violations of the trade pact were clearly spelled out by the Commerce Department. Japanese chip makers could be forced to pay prohibitive dumping duties on their erasable programmable read-only memory (Eprom) exports to the US.

The Commerce Department said that these duties would be: for Nippon Electric, 188 per cent; Hitachi, 85.3 per cent; for Toshiba, 60.1 per cent; and Fujitsu, 108 per cent. All other Japanese producers would pay 93.9 per cent.

In a letter to Mr Michael Smith, the deputy US Trade Representative, the association alleges that "Japanese semiconductor companies have completely ignored the anti-dumping elements of the agreement in third country markets and in Japan."

It complains of "outright violations" by Japanese companies in third country markets and their home market and failures by the Japanese Government to enforce the agreement adequately.

Our Trade staff adds: On Monday in Geneva the EEC challenged the US-Japan semiconductor pact under the General Agreement on Tariffs and Trade. The EEC Commission believes the pact may violate the Gatt anti-dumping code and European chip manufacturers believe the accord will lead to Japan and the US carving up the world semiconductor market.

W German shipyard order

AMERICAN President Lines (APL) of San Francisco yesterday confirmed orders for three large container ships to be built in Kiel, West Germany, by Howaldtswerke-Deutsche Werft (HDW).

The ships, each capable of carrying 3,900 20 ft equivalent units (TEUs) will replace smaller vessels on APL's cross-Pacific routes.

APL said the value of the

order was commercially sensitive in view of negotiations for a further two ships with other shipyards. West German estimates of around DM 500m (£170m) were described as "well wide of the mark."

The order is of great importance for HDW, which is in the process of completing work on the last three merchant ships on its order book.

Qualified welcome for Peking investment incentives

Further action may be needed, reports Robert Thomson

HAVING DIGESTED a round of investment incentives announced earlier this month, foreign business people in China are convinced that Peking will have to take further action if it is to improve its poor investment image and arrest declining investment levels.

They believe that the incentive package is a sign that Chinese leaders are listening to their complaints, however, and welcome it as hard evidence that the leadership is still determined to attract foreign investment.

"People are glad that the new regulations are out but they will want to see how they work in practice," a trade official from a Western embassy said. "The Government was beginning to get an idea of what was needed, but there was some way to go."

The 22 new provisions on investment extend tax breaks, put ceilings on the sometimes

extortionate salaries of Chinese staff, and reduce state charges for land, from \$2 to \$1 per sq metre in some cases. In theory, the regulations also give joint venture partners more power to hire and fire staff.

The emphasis in the provisions is on stimulating exports. Joint ventures which export more than 70 per cent of their output will pay profits tax at half the present rate, while ventures in the Special Economic Zones which export the bulk of production will have their profit tax cut from 15 per cent to 10 per cent.

Peking officials are obviously aware that joint ventures are having problems with interference by local authorities and that some are being undermined by bureaucratic delays.

Article 15 of the new regulations stresses that the Govern-

ment "at all levels" must "guarantee the right of autonomy of enterprises with foreign investments," and support them by acting "in accordance with internationally advanced scientific methods."

The regulations follow a 20 per cent fall in foreign investment in the first half of this year, the first decline since Peking opened the door to foreign funds in late 1978. China is also concerned that the \$5.82bn investment inflows since then has been directed to the wrong sectors, with a flood of money into hotels and other service businesses, but only a trickle into technology transfer.

A provincial trade official said in an interview that he is unperturbed by a drop in contract signings this year because his organisation has been more selective about the people with whom it is doing business, and

is concentrating on "quality" projects.

But a diplomat said China will need approximately \$4bn in foreign investment over the next four years if it is to meet the goals of the seventh five year plan covering 1986 to 1990. The new regulations highlight a problem often identified by foreign investors, the difficulty of most acute in the sometimes liberal approach to contract obligations taken by provincial officials, despite an edict from Peking that all contracts are to be honoured.

Gu Ming, the director of the Economic Legislation Research Centre, this week assured investors that they could sue lawbreakers in court, and that foreign investors' lawful rights can be effectively protected. Yet diplomats contend that few investors would be willing to

use a legal system that is best described as immature.

Mr Gu admits that China must do more to improve the investment climate though he favourably compared China's present climate with that of Asia's newly industrialised countries. Earlier this month Deng Xiaoping, the Chinese leader, suggested that "foreign entrepreneurs could not find a safer investment than in China."

Mr Deng's promotion of investment and the new regulations are positive signs that the pragmatists in the Chinese leadership are still in the ascendancy, and that they will be willing to make further concessions. A US trade official said that more specific provisions should be introduced to encourage import substitution, which is yet to be enthusiastically embraced by Peking.

The Chinese Government's main aim is to increase exports, so as to reduce its trade deficit, which in the first nine months of this year reached \$6.9bn. The US official said China should also consider balancing foreign exchange for joint ventures on a national rather than on a venture-by-venture basis.

A shortage of foreign exchange this year has delayed approval for many joint ventures, while provincial investment officials say they are frustrated by restrictions on foreign borrowing that mean more loans must be approved by Peking.

Foreign business people say the new regulations do little to solve the problem of converting remittable profits from domestic sales into hard currency. They say sales within China are necessary in the early stage of production by joint ventures, and a means of extracting hard currency from those sales is also necessary.

FEARS OVER DEVELOPMENT OF NUCLEAR BOMB

UK stops Pakistan camera sale

BY SIMON HENDERSON

BRITAIN HAS frustrated an attempt by Pakistan to buy sophisticated industrial cameras because officials thought they would be used to develop nuclear weapons.

The incident, involving equipment not normally covered by export controls, is likely to lead to a change in regulations in Europe and North America to stop the sale of similar equipment to other nuclear threshold states, such as India and Israel.

An inquiry for the purchase of a flash discharge X-ray machine and a high-speed camera, together worth £200,000, was received earlier this year by International Military Services, the London-based company 100 per cent owned by the Government which helps arrange and fund finance for foreign military sales.

Normally flash X-ray machines only need an export licence if rated above 500 kilovolts. The equipment, along with high-speed cameras, can be used for a variety of military purposes including the calibration of artillery guns. But powerful varieties of the machines are used to design the high-explosive trigger for an atomic bomb, when plutonium or highly enriched uranium is compressed to cause

a nuclear explosion. This summer Britain and Sweden stopped the export to India of three machines rated at 1,200 kv.

The Pakistani inquiry was for a 450 kv flash X-ray machine and an associated high-speed camera. British officials were put on their guard because the inquiry seemed like a substitute for an order made in the US last year when the Pakistan army artillery school tried to buy a flash X-ray machine from Hewlett-Packard.

The US Government angrily cancelled that order when two men sent for training were discovered to be employees of the Pakistan Atomic Energy Commission (PAEC).

This time the intended end-user of the machine was the Pakistan Ordnance Factory at Wah, west of the capital, Islamabad. This was another source of anxiety for officials the installation is thought to be where the conventional explosive trigger

of a Pakistani atomic bomb is being designed by PAEC.

The British Government used its influence to stop any order for the equipment, in advance of a change in the export control regulations, after work at the Atomic Weapons Research Establishment at Aldermaston showed that X-ray machines rated at only 450 kv could be used to design nuclear bombs.

The possibility that Pakistan was intending to use the equipment for this implies a more advanced technical development of its secret nuclear weapons programme than previously realised.

Pakistan may now try to buy the flash X-ray machine directly from its Swedish manufacturer, Scandish. But the company, which has supplied similar equipment to Israel, says that it has not been approached. A Swedish official responsible for export controls says that the country is aware of the new concern about 450 kv flash X-ray machines and the situation is being kept under review.

Asked for comment, the Pakistan embassy in London said that the Pakistan Ordnance Factory was looking for a flash X-ray machine for the testing of artillery guns. The embassy repeated its usual denial that Pakistan's nuclear research was for making a nuclear bomb.

Bulgarian bid to join Gatt challenged

By William Dulforce in Geneva

Bulgaria's application to join the General Agreement on Tariffs and Trade (Gatt) has run into objections from the US and the European Economic Community in the Gatt Council. Neither agreed to Monday's council meeting to Bulgaria's request that it be treated as a developing country and that a Gatt working group be set up to examine its application.

Gatt could no longer pursue an open door policy, the EEC argued. It had to start considering the interests of the free-trade organisation as a whole rather than the interests of individual applicants. But, if Bulgaria would drop its claim to developing country status, fresh possibilities might appear.

The US did not believe that non-market economies were compatible with Gatt and doubted whether Bulgaria was capable of undertaking "real" Gatt obligations. It would need evidence of tangible reforms in the Bulgarian economy.

Mr Atanas Papanov, director-general in the Trade Ministry, said Bulgaria was trying to expand trade with market-economy countries and was ready to conclude joint ventures.

Hyundai offers big rebates to Canadian car buyers

BY BERNARD SIMON IN TORONTO

AFTER TWO years of spectacular success in the North American market, the South Korean carmaker Hyundai has had to face up to unexpectedly weak demand by offering sizeable cash rebates to Canadian buyers.

Hyundai Canada said yesterday that it would offer rebates of between C\$750 and C\$1,000 on 1986 Pony, Excel and Stellar models in a bid to clear unexpectedly high inventories.

The company blamed a "general industry recession" for its over-optimistic market estimates. Sales figures indicate, however, that Hyundai has fared worse than North American and Japanese suppliers. Hyundai sales in September, totalling 4,537 vehicles, were only half the level of a year ago. Hyundai is in danger of

falling short of its 1986 sales of 74,000 cars this year, compared with earlier expectations of a 1986 output of 100,000 vehicles.

An official of the Federation of Automobile Dealer Associations of Canada described the sharp turnaround in Hyundai's fortunes to its earlier success in penetrating the market for compact, low-cost models, and to the aggressive counter-tactics of North American carmakers. The price of Chrysler's Dodge Omni, for example, is now C\$800 lower than a year ago.

Even the Koreans were surprised by their initial success when they started exporting cars to Canada in January 1984. Helped by a preferential import duty, Hyundai's market share shot up to 10 per cent in less than two years.

UK order for Boeing jet

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

BRITANNIA Airways, the UK's biggest independent airline, has placed a £40m order for five further Boeing 767 jet, for delivery in the spring of 1988.

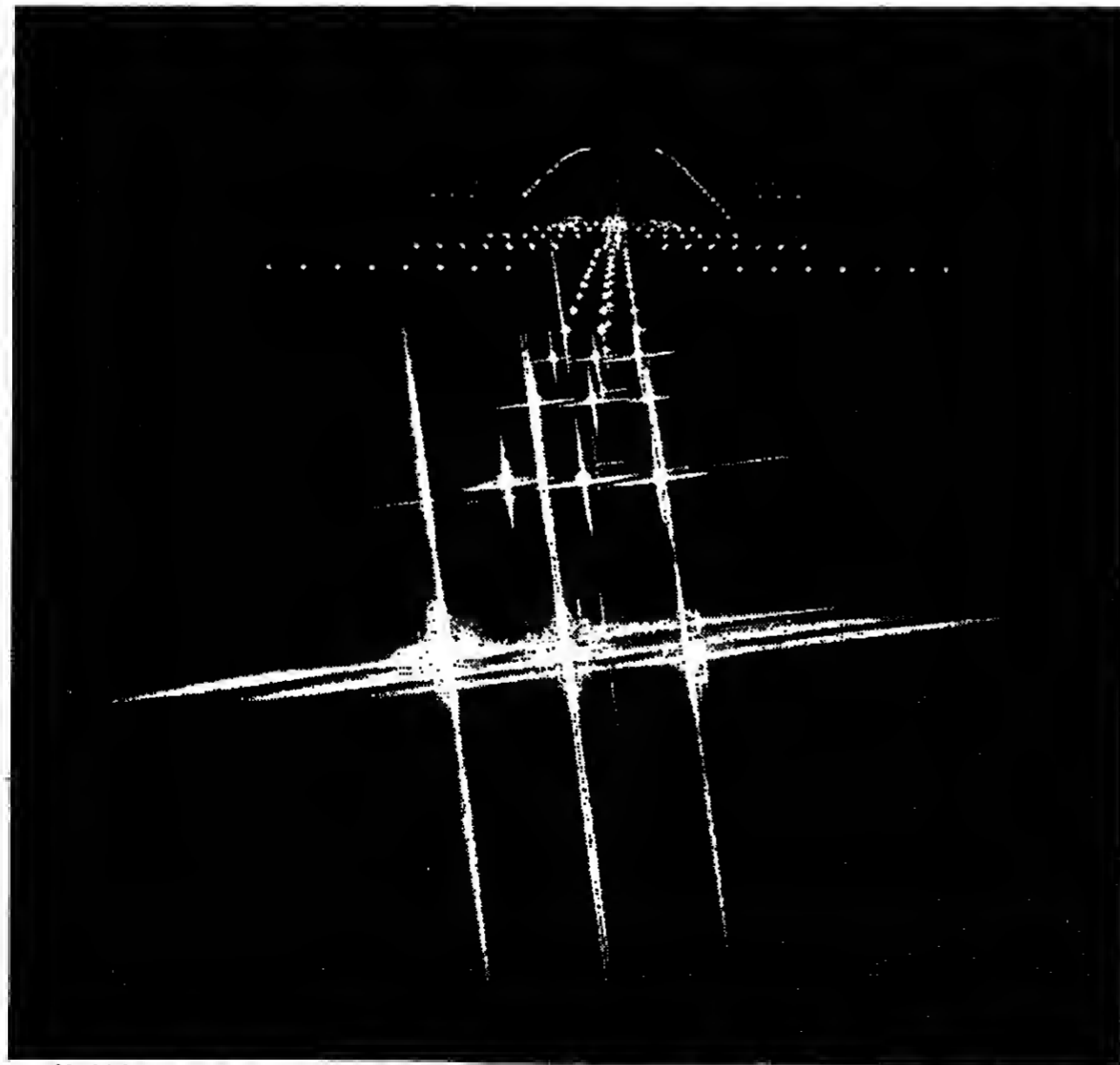
This will bring Britannia's fleet to six aircraft, in addition to 25 Boeing 737-200 twin-engine jets.

Mr Derek Davison, chairman,

says that this year, for the first time, Britannia will carry over 5m passengers, more than any other UK airline apart from British Airways.

In addition to buying the sixth short-to-medium range Boeing 767, Mr Davison says the airline "will be looking for the 37's replacement for the early 1990s."

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TECHNOLOGY

TECHNOLOGY TRANSFER IN THE UK

Tighter business rein on British inventiveness

By Peter Marsh

THE ROLE of the British Technology Group, the UK's state-backed technology-transfer agency, has come under the spotlight as a result of growing political and industrial interest in mechanisms for taking ideas from research laboratories and turning them into industrial products.

The main job of the group is to arrange licensing deals between industry and publicly funded research institutes, mainly universities, injecting development capital where appropriate to take an invention to a commercial stage. It also finances the development of new technologies in industry.

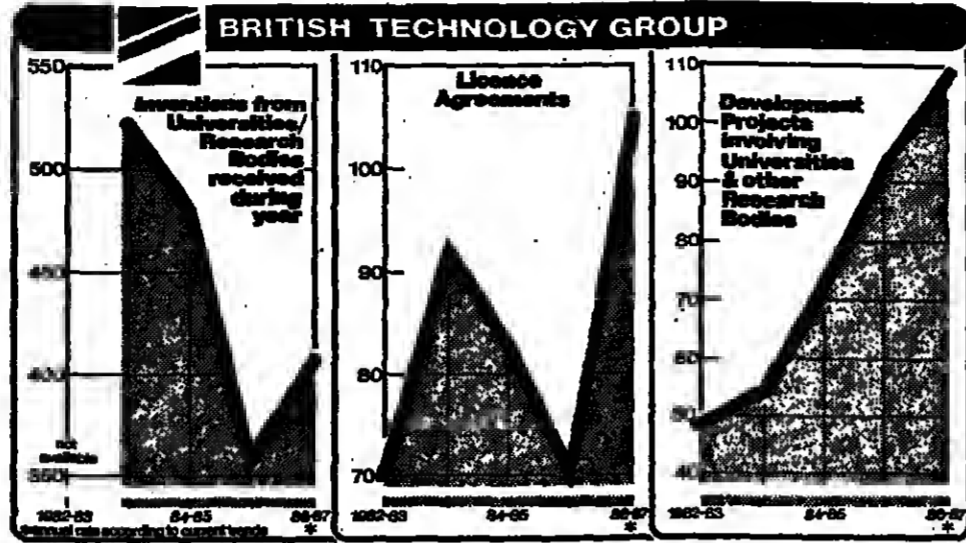
The organisation last year spent about £10m on projects to commercialise technologies. Its net income from licensing operations is running at about £1m annually — much of this comes from deals struck with companies several years ago.

Among the companies with which the group has had joint ventures are Pilkington, Ferranti, Cambridge Instruments, Datron, Ultimaton and Babcock-Bristol. Last year it signed licensing agreements with companies such as ICI, BP, the Wellcome Foundation and GD Searle. The group also played a key role in setting up Celtech, a successful UK biotechnology company which is now owned by private interests.

In the past, the BTG has often been accused of lacking commercial acumen and of taking too long to decide whether to back inventions. Over the past couple of years, however, the group claims to have tightened up on its organisation and "become more businesslike," according to Mr Ian Harvey, the chief executive.



Geoffrey Pattie — There is nothing like a captive market for turning people into inadequate performers.



John Smith — If Labour won the next election BTG could be taken into a new public organisation.

Mr Harvey took over this role a year ago after seven years in charge of development projects at the World Bank in Washington DC. He says a fundamental change has been that the group now takes considerably less time to react to proposals before deciding whether to back them (see accompanying story).

The group is also becoming more hard-nosed. "We are in a long-term business," says Mr Harvey. "When we are talking to companies about licensing we are asking for down payments of up to £100,000 — and getting it. A few years ago we might have only asked for £5,000 because we were not aggressive enough."

The organisation has changed its approach largely because, for the first time, it has been

faced with competition from private-sector bodies. Until May last year, the group had the statutory duty to examine all technical ideas put forward by academic institutions that appeared to have a chance of commercial success.

The Government removed this duty with the aim of bringing competition into the technology-transfer process. The result is that some universities have set up their own organisations to commercialise technologies, while others use private companies as technology-transfer agents. In practice, it appears that most universities use different mechanisms depending on exactly what type of technology they are trying to commercialise. Mr Geoffrey Pattie, the

minister for industry and information technology, says that the group's relationships with universities have improved.

"There is nothing like a captive market for turning people into inadequate performers," says Mr Pattie. "The BTG is now trying to win business on its own merits."

According to Mr Pattie, the change in attitudes has reached the stage where the group has become a possible candidate for privatisation. This is assuming that legal complexities involving the equity stakes the BTG owns in a small number of companies could be sorted out. Others disagree fundamentally with this proposal. Mr John Smith, the Labour Party's spokesman on trade and industry, says that the Government ought to strengthen the

BTG by injecting funds into it rather than consider selling off the organisation.

If Labour won the next election, the BTG would probably be consolidated into a new public organisation, British Enterprise, aimed at providing support for new technology-based businesses. Mr Smith says that this would aim to work with the private sector as far as possible but would need to draw heavily on state funds.

Professor John Ashworth, vice-chancellor of Salford University, says that selling the BTG might be unwise. He thinks that some of the past criticism of the group has been unfair. He also notes that the 186-person organisation has built up over the years a near-unrivalled expertise in licensing agreements and patents.

"If the group was privatised, this body of people would probably be broken up. There would have to be a lot of relearning all over again."

Britain's 45 or so universities and colleges appear to favour their newfound freedom to choose between technology transfer agencies. Universities' total spending on research was put at £700m in 1985-86. Some have noted real changes in the approach of the BTG.

"We have been impressed with the way they (the BTG) have set out their stall," says Mr Alex Currie, secretary to Edinburgh University. "The BTG is showing extra keenness (to win our business)," says Mr David Smith, assistant to the vice-chancellor at Surrey University. Others are not so sure. "It

will take time for the BTG to change its ways," according to Professor John Large, director of industrial affairs at the University of Southampton. Prof Large still recalls with a shudder that one of his colleagues once put in a proposal to the BTG — three years later he was still waiting for a reply.

"There has been a change in attitude among people at the top but it may take some time to filter down," says Prof Large.

Mr Roger Quince, a partner in Segal Quince Wicksteed, consultants specialising in high-technology industry, says the group has attracted criticism in the past, some of it deserved. But he has sympathy for the group's predicament. "They are part of the public sector but are being asked to operate in a private sector way. It is an ambivalent, ambiguous position."

Mr Charles Desforges, chief executive of Research Corporation, one of the private sector bodies trying to take over some of the BTG business, says that the work of technology transfer is intrinsically difficult. "Only one in 100 ideas (that are taken up by such a body) will pay off," says Mr Desforges, whose organisation is backed by US interests and is, the UK banking group.

Both Research Corporation and Cogent, a technology-transfer agency owned by the Legal and General insurance company, say they are seeing interest among universities in what they have to offer as a result of the relaxing in the legal framework over transfer of technologies. Both bodies can arrange licensing deals with companies and, particularly in the case of Cogent, fix up development finance.

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Portable screen from Finland

By Geoffrey Chartish

THIN DISPLAYS of half A4 page size using a new electro-luminescent technique have been developed by Lohja Corporation of Finland.

The screen is primarily intended for portable computers, desk-top terminals and process instrumentation. It is easily connected to machines like the IBM PC that use MS-DOS operating systems. Called Finlux MD 640.290, the screen accommodates 640 x 200 picture elements to support 25 lines of 80 characters, or equivalent graphics. The 228 x 158 x 32mm unit includes display panel, drivers, a control board and a power converter. More from the company in Finland on 042 091.

LEB takes the trunk route

TRUNKED MOBILE radio facilities are to be supplied to the London Electricity Board by Storm of Camberley, Surrey, UK.

Trunked radio is a relatively new approach in which users are not provided with a fixed radio channel over which to speak, but instead are allocated a channel by computer as the need arises. This makes better overall use of the available set of frequencies.

Less internal red tape makes for quicker response to ideas

THE British Technology Group, says Mr Ian Harvey, chief executive has cut internal bureaucracy to produce better relations with universities and other public bodies coming to the organisation with ideas.

In particular, it is trying to cut the time it takes to examine projects to find out whether the idea is worth backing.

According to the group's figures, in 1982 it had a backlog of 400 inventions still under examination. On average, the group took six months in analysing each invention to assess its chances in the market place. This often led to frustration among inventors who wanted to know quickly whether the BTG would back his or her idea.

Today, the backlog is 80 inventions and the group normally aims to give an individual inventor a response in five weeks. "We aim to have no invention on our books (for initial analysis) for more than three months. If we are going to say 'no' to a technical idea, we will do so within a month," says Mr Harvey.

The cut in the queues, says Mr Harvey, is being achieved by simply being more orientated to the needs of the customer — in this case universities. "We have to realise that it is important to them

that we are prompt," says Mr Harvey.

The BTG itself has undergone radical changes in recent years. It was formed in 1981 as a result of a merger between the National Research Development Corporation, NRDC, which since 1949 assumed responsibility for assisting the commercialisation of publicly developed inventions, and the National Enterprise Board. The latter's main role was to aid the development of technology-based businesses by injecting into them state funds.

In recent years the group has sold off many of the investments in companies built up by the NEB. Virtually all of its activities are concerned with technology transfer along the lines of the old NRDC brief.

Mr Harvey says the BTG will put more emphasis on marketing British inventions abroad. The group has appointed an overseas marketing manager, Dr Mike Knight, to handle this activity. "In the past the group has not been particularly internationally oriented," says Mr Harvey. "But the UK produces only a small amount of the world's technology and we have to trade overseas."

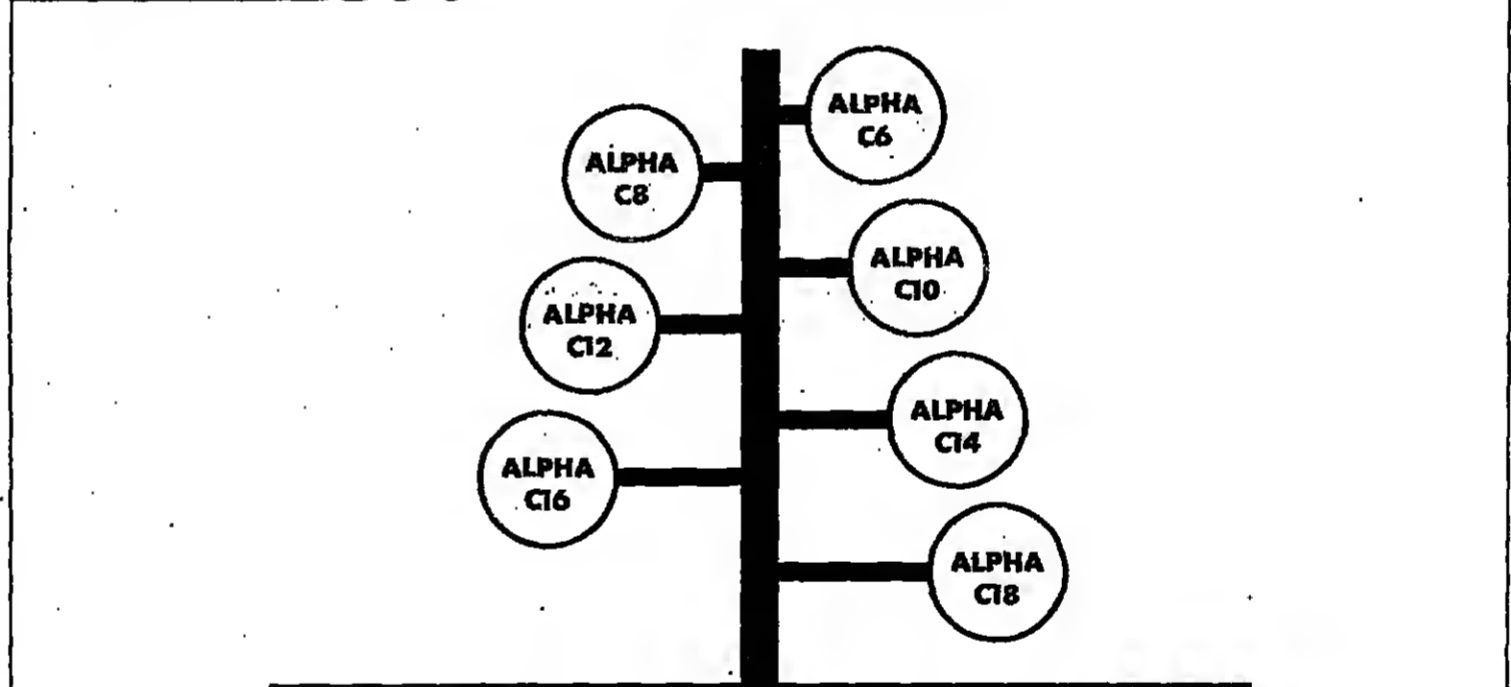
The BTG aims to be more selective about the types of technologies for which the body attempts to find business sponsors. It will focus many of its efforts in four areas:

pharmaceuticals and biotechnology; advanced manufacturing technology, such as use of robots; information technology and electronics; and techniques of use in the construction industry, such as software to help on building sites.

The group recently concluded deals with seven universities in which it will make available up to £300,000 to fund development projects. The academic institutes are the universities of Manchester, Salford, Southampton, Strathclyde and Edinburgh, University College in Cardiff and the University of Manchester Institute of Science and Technology.

In development projects with universities, the group provides anything between £5,000 and £250,000 to bring to the commercial stage a technology originated by research scientists and engineers.

The numbers of new projects being agreed are currently running at 15 per cent higher than last year. Licence agreements, in which the BTG arranges for commercial outlets for UK-developed technologies, reached a low point of 70 last year, compared with 83 in 1984-85 and 92 the year before. The downward trend has, however, been arrested, says Mr Harvey, with the figure for the current financial year running at 50 per cent higher than last year.



Shell's higher olefins plant has borne a lot of fruit.

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UK NEWS

Development body aims to rescue ailing Trafford Park

THE VAST, 2,000-acre industrial zone that is Trafford Park proved the case for Urban Development Corporation when it was first developed at the turn of the century. It bordered on the newly-opened Manchester Ship Canal and was seen as a great opportunity to attract industry and jobs to the area.

A single estate owner was able to control the initial use and subsequent disposal of land. Rents and profits financed the development of roads, railways and amenities. What was a revolutionary, high-quality environment was provided with parkland, a boating lake and golf course. There was even a village of back-to-back terraced housing, complete with shops, a school and three churches.

Trafford Park thrived and between the wars acquired a reputation as the most modern industrial estate in Europe. As late as 1965, 82,000 were employed there.

Things are very different today. Land ownership is fragmented and there is dereliction. Where the waters of the disused port and ship canal lap against Trafford Park's wharves, the surface is thick with stinking silt. Employment has fallen to 24,500.

If visitors can find their way — for there are few signs to help — they will discover that the village has been demolished and the school converted into workshops for small businesses. The churches, though, are still open.

There are some good, modern, industrial units in the park's prized new comer is the gleaming white northern headquarters of the Daily Telegraph. But development appears mostly to have been piecemeal over many years.

THE GOVERNMENT'S plans for four new urban development corporations (UDCs) have met with a mixed response from the designated areas — Trafford Park, in Manchester, Tyne and Wear, Teesside and the Black Country in the West Midlands. There has been a welcome for government aid to encourage regeneration, coupled with fears over the diminution of local planning powers.

Ian Hamilton Fazey describes the reaction at Trafford Park, which will be the first of the UDCs to operate, and Arthur Smith (below) details the problems which will face the new body in the Black Country, where dereliction has increased rapidly.

The study concludes that 8.4m sq ft of new industrial and commercial space could be created, purpose-built for growth industries, five minutes from the motorway network and 20 minutes from Manchester International Airport. It predicts 8,800 jobs of private sector investment and 16,000 additional jobs.

Mr Doug Edwards, managing director of GEC Switchgear and chairman of the tripartite group that commissioned the study, says: "What is needed is a user-friendly UDC. The scale is too big for a conventional estates management company and the state of the park proves it."

The key political issue, however, is whether the UDC, which Mr Ridley wants operational on April 1, will be "user-friendly" enough. For Trafford Council, this means not a strategy study — paid for by following the examples of the

the council, the park's major manufacturers and two Government departments — has produced the blueprint: a £90m programme over 10 years.

These have planning powers in their own right, which allow them to override the wishes of local authorities.

He says: "The big companies are in this for their own ends and the council wants to get control over the park and its statutory services like the railways, which the UDC would take over. I think the UDC should have a wider boundary than the park, taking in the opposite bank of the canal at Salford, and the area between the park and central Manchester. Then it would be more



Doug Edwards: "what is needed is a user-friendly urban development corporation"

two prototypes on Merseyside and the London Docklands.

He argues that there are 500 businesses in the park, with planning regulations applying to all of them. The UDC would need to create a large department of specialists just to cope,

whereas the council has the expertise and would be of like mind to the UDC.

None of the wishes with Mr Westbrooke, the lone voice against the council and the big gains in the park. He thinks the UDC is a good idea.

Despite municipal chauvinism, Mr Shields believes that Trafford and the Labour-controlled Salford councils could still work together. But any straying over the Manchester City Council border would doom the authorities' hopes of retaining planning control. Manchester is well to the left among Labour councils. It has declared its non-cooperation with any UDC.

widely strategic."

The council is worried that this is exactly what Mr Ridley might do. The Salford land includes another enterprise zone and might also embrace the adjacent Salford Quays urban renewal scheme.

New Woolwich Interest Rates

from 1st November 1986
INVESTMENT RATES

	NET yield half yearly 1 year yearly	GROSS EQUIVALENT for taxpayers at the basic rate of 25%
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CASHBASE ACCOUNTS	6.50%	9.15%
PRIME ACCOUNTS		
\$500-\$4,999	8.00%†	11.27%
\$5,000-\$9,999	8.25%†	11.62%
\$10,000+	8.55%†	12.04%
CAPITAL ACCOUNTS	8.75%	12.59%
For savers not ordinarily resident in the UK, interest is paid at the gross rate of	11.70%	
GUARANTEED PREMIUM SHARES	9.25%†	13.03%

The rate of interest on all other personal accounts will be increased by 0.75% from 1st November 1986.

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12.25%	equivalent to	8.698%
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The rate of interest charged on existing mortgages will be increased by 1.25% on 1st November 1986 or 1st December 1986 or 1st February 1987 in accordance with the terms of the mortgage contracts. Details of revised monthly payments will be sent to endowment borrowers in the course of the next few days.

Where an offer of a mortgage has been made but not completed, the interest rate quoted will be increased by 1.25% with effect from 1st November 1986. In the case of offers made for additional mortgages the increased rate will apply from the date on which the principal mortgage rate changes. Details of the amount of the revised monthly payments will be notified following completion, or can be obtained from the issuing branch.

Written details of Woolwich mortgages are available on request from your local branch or the address below.



Chief Office: Equitable House, London SE18 6AB

Tackling the daunting task of brightening up the Black Country

THE PROBLEMS facing Britain's first two urban development corporations at Merseyside and the London Docklands must have seemed daunting. They pale, however, against the size and complexity of the issues that will confront the members of the board proposed for the Black Country.

Even the locals are not sure where the Black Country starts and finishes. It is distinguished by the richness of the accent — much fuller vowelled than the pinched dialect of the neighbouring Brumme — and the extent of urban dereliction.

It claims to have been the cradle of the industrial revolution and carries the consequent scars — a criss-cross of canals, humpback bridges, grass-covered railway lines, disused mine-shafts and rusting steelworks.

From Whitehall the view is distant — the Black Country comprises four metropolitan districts of the Labour-controlled West Midlands County Council, which is now defunct.

Wolverhampton, Walsall, Dudley and Sandwell suffer the excesses of two centuries of industrial growth, which put the West Midlands in the forefront of the post-war boom. They spill over 140 sq miles with a population of more than 1m.

From Westminster there seems little political capital to be gained by a Conservative government from aiding a predominantly Labour area devoid of even marginal parliamentary seats.

Mr Nicholas Ridley, Environment Secretary and convinced private marketer, has nevertheless given a lead.

The urgency of the task is apparent and there are hopes the boundaries could be identified and at least a provisional development corporation appointed by next autumn. Crucial to that timetable will be establishing a consensus about the role of the development corporation and its relationship, especially over planning, with four local authorities noted for their jealous independence.

Consultants are to be appointed by the end of November to report upon the area's problems and the most suitable strategy. The conclusions should be available by the spring.

Studies already abound. Colin Buchanan and Partners, in one commissioned a couple of years ago by the four district councils, pointed to the area's "collapse of manufacturing industry" and

the "devastating fall in jobs." It effectively recommended the Ridley solution — the setting up of a development agency to mobilise finance from both central government and the European Commission.

The vulnerability of the area, with about 70 per cent of its employment dependent upon metal-related manufacturing, was highlighted in a recent study conducted in association with the accountants Price Waterhouse, by the Marketing Research Centre of Wolverhampton Polytechnic.

Dr David Walker, who headed the study and is collating information from a new survey, says much restructuring has still to take place within manufacturing. Future growth will be led by the service sector, particularly in retailing,

tourism and information technology.

Dr Walker, himself a Black Country man, welcomes the proposed development corporation as a way of uniting efforts in what he describes as an almost tribal region.

There is still a diversity of manufacturing, embracing the iron foundries of Smethwick and West Bromwich, glass-making at Stourbridge, and Walsall, still a centre for the leather industry.

The three big steelworks — Bilston, Patent Shaft, and Round Oak — might all have been silenced by recession, but redevelopment is planned or under way.

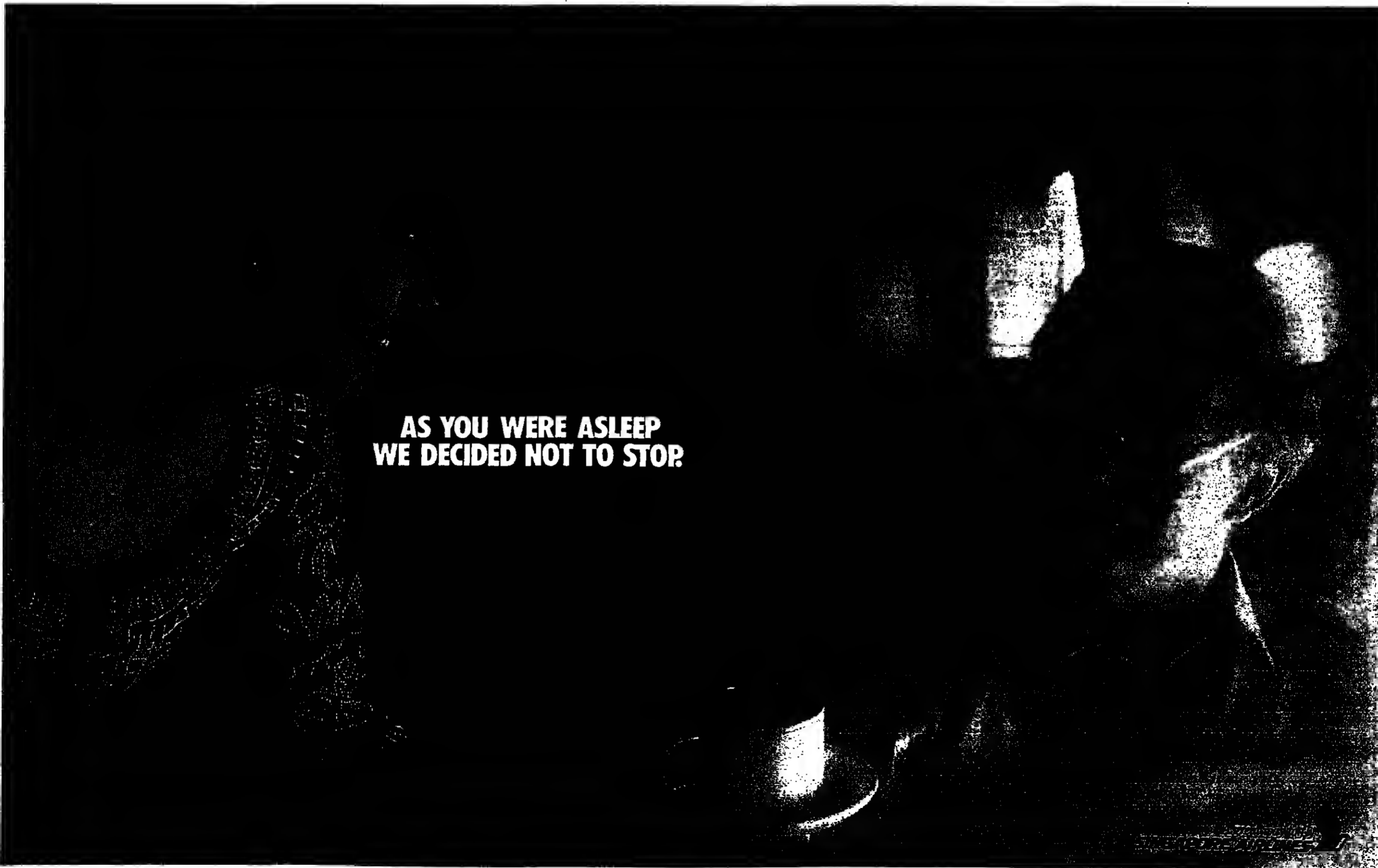
Nowhere is the change more dramatic than at Dudley, where, with the benefit of an enterprise zone, a retail centre

is rising from the site of the old Round Oak works.

On an even grander scale, Color Properties, a Midlands-based development company, has plans for a 5.5m sq ft leisure, entertainment and shopping centre to reclaim a derelict site in Sandwell. The project, intended as a national and regional tourist attraction, would provide direct employment for 25,000.

Such private sector initiatives are desperately needed in an area starved of investment.

Mr David Frost, Walsall Chamber of Commerce director, insists: "It is largely a question of channelling in the resources needed to realise the enterprise that has always been such an important factor in the life of the Black Country."



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UK NEWS

Industry more upbeat, but jobs outlook gloomy

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

A MORE OPTIMISTIC view of the outlook for British manufacturing industry, forecasting some recovery in orders and output in the next few months, was made yesterday by the Confederation of British Industry, the employers' organisation.

The companies polled in the CBI's latest Industrial Trends Survey said that Britain's consumer spending boom had improved prospects at home while sterling's depreciation had boosted sales opportunities abroad.

Manufacturing industry remains gloomy, however, about the outlook for employment, and the CBI suggests that a further 8,000 jobs a month could be lost during the next four months. Companies also believe that the low-point of Britain's inflation rate has now been passed although they expect upward pressure on prices to remain relatively modest in the immediate future.

The CBI said that the responses to the survey's questions on orders and output confirmed earlier hopes of an upturn around the turn of the year. It is now predicting that output in the last quarter of 1986 will be 1 per cent higher than in same period last year.

Mr David Wigglesworth, chairman of the organisation's Economic Situation Committee, warned, however: "Expectations of improved orders and higher output must be tempered by worries about the very high interest rates and the continuing volatility of exchange rates."

He added that the rapid growth in consumer spending was leading to such in imports, which the CBI expects to lead to a significant deterioration in Britain's trade position. The current account of the balance of payments is forecast to show a deficit of £1.7bn (£2.43bn) next year compared with a surplus of £1.5bn in 1986.

The CBI believes, however, that productivity in British manufacturing industry is improving much faster than the sluggish pace suggested by official statistics, a trend which Mr Wigglesworth said could be as important as a weaker pound in improving export performance.

Over the short term there is evidence that British exporters are capitalising on sterling's depreciation by pushing up their prices rather than through exports.

There is also evidence that in the domestic market British manufacturers are reacting to higher import prices by pushing up their own prices rather than seeking a bigger market share. The number of companies intending to raise prices is far higher, for example, in the consumer goods sector than elsewhere.

The survey shows that around half of Britain's manufacturing companies are still working below capacity while the vast majority planning new investment intend it to increase efficiency rather than to expand output.

Arbitration body speeds maritime case hearings

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

MOVES TO increase London's attraction as a leading centre for international maritime arbitrations were announced yesterday by the London Maritime Arbitrators Association.

The association has drawn up new ground rules designed to streamline and speed arbitration procedures, making them more efficient and so reducing the cost of resolving disputes.

Foremost among the new terms is one - described by the association as "revolutionary" - setting out the time that parties will have to wait between fixing a hearing date and the hearing itself.

Arbitrators will have to fix a hearing within a reasonable time after the date at which the case is expected to be ready for trial. For example, the reasonable time in the case of a dispute estimated to last three to five days will be six months.

Small companies 'leading high-tech job stakes'

FINANCIAL TIMES REPORTER

GOVERNMENTS should stay out of the business of planning new industries and leave this activity to entrepreneurs, Lord Young, the Employment Secretary, said yesterday.

"Governments do not have a good record when they get involved in the details of commercial decisions," said Lord Young.

The Employment Secretary was speaking at a Financial Times conference in Cambridge, called Financing Tomorrow's Winners. The conference focused on the mechanisms needed to promote new high-technology companies in Britain.

A highly important change in recent years, said the Employment Secretary, had been the shift in attention from large corporations to the small companies sector. He said that "the mindless worship of sheer scale" in industry was at an end.

Too many mega-mergers had shown disappointing results in promoting competitiveness, stated Lord Young. Small companies, furthermore, had in general provided many more new jobs than large ones.

Lord Young also saw more opportunities for private sector concerns to get involved in funding small technology-based businesses where the risks involved were too great for the entrepreneur alone.

No-one should be disappointed if some of the new companies failed after a few years, according to Lord Young. "A strong growing economy needs bankruptcies and liquidations," he said.

Dr Nick Segal, partner in Segal Quince and Wickstead, consultants in high-technology industry, highlighted the importance of techniques to help small science-based companies to grow to a significant size. Referring to the 400 technology-based companies in Cambridge, he said that about half of these had started in the past five years, creating 3,000 jobs. On average these concerns were growing at a healthy rate of 30 per cent a year.

Of the total of 400 companies, probably only a handful would grow to large concerns of an international stature.

Dr Segal reminded the conference that of the 3,000 electronics companies in Silicon Valley in California, only 54 had more than 1,000 employees.



It was difficult to imagine that many of the Cambridge companies would emulate concerns such as Hewlett-Packard, which had grown very fast to become dominant in the world's electronics industry.

Mr Daniel Holland, partner in Morgan, Holland, a venture capital company in Massachusetts, said that observers of UK high-technology industry could draw lessons from the growth of the electronics and computer companies in the Boston area of the US.

The role of academic establishments such as the Massachusetts Institute of Technology had been highly important in the case of Boston in providing a stream of scientifically orientated entrepreneurs to set up businesses soon after the Second World War.

A vigorous venture capital industry had also been crucial. Of the \$20bn a year being invested in the US by venture capital concerns, about \$5bn was controlled by organisations in the north-east of the US, centred on Boston.

The fact that Boston was a pleasant town with attractive countryside nearby was another factor in attracting entrepreneurs to set up in the area.

Dr Bill McRae, joint managing director of Cambridge Life Sciences, spoke of the difficulties that some technology-based companies face in raising capital.

The company, which sells diagnostic kits and medical instruments, had wasted a lot of time, said Dr McRae, in talking to financial institutions which did not know much about science and technology.

He said that financial institutions in the US were in general more keen to take an adventurous ap-

proach in investing in relatively risky areas, involving new applications of science.

Mr Peter Woodford, managing director of Laser Scan, a Cambridge-based company which sells computerised mapping systems, said his company "was grappling with problems of scale."

Having reached annual sales of £4.4m, it was on the threshold of turning into a large company but was encountering difficulties in selling its products in a highly competitive market.

Mr Chris Angus, technical director of Prosys Technology, a computer-aided design company in Cambridge, told the conference of the generally good experience in gaining from the venture capital industry.

He said it was important for high-technology companies to build up a lot of information before finalising deals under which they gave equity stakes to outside bodies.

Proceeding from the early start-up phase to the stage where the company began selling products in earnest on the world markets could lead to tremendous pressures for management, Mr Angus said.

Mr Peter Marsh, technology correspondent for the FT, said that the pattern of formation of technology-based companies in Britain was increasingly favouring the relatively better off areas of the south-east and south-west of England as opposed to the depressed regions of the north.

Of the 325 new computer companies started between 1975 and 1984 about two thirds had been in the southern areas of the country.

Ms Susan Lloyd, managing director of Venture Economics, a company of consultants, sketched out what she called the vigorous growth of the venture capital industry in the UK.

According to Ms Lloyd there were now 125 specialist venture capital organisations that were investing in new and existing companies at the rate of about £400m a year.

The number of venture capital organisations, many of which expressly support high-technology ventures, had grown fourfold since 1981. Venture capital firms had raised nearly £1bn over the past six years, principally from UK pension funds.

Hint of easier university funding

By Tom Lynch

FUNDING for universities in the next financial year may be more generous than the Government's critics fear, Mr Kenneth Baker, the Education Secretary, hinted in the Commons yesterday.

He was responding to Mr Giles Radice, Labour's education spokesman who said cuts in financing universities since 1981 "are bringing many universities to the brink of bankruptcy. There has got to be a U-turn in policy."

Mr AM Dubbs (Labour) complained that many universities faced cuts in staffing and departments due to financial deficits.

Mr Baker said necessary changes had been made over the last few years in the attitudes and priorities of universities. He said Mr Radice should wait for the statement on university funding he hoped to make soon.

● The London Business School has been given full university status in its own right by the award of a Royal Charter of Incorporation by the Privy Council.

Hanson faces dissent on Courage pensions

BY ERIC SHORT

A MEETING of Hanson Trust's shareholders today to approve the £1.4bn sale of the Courage brewery business to Elders IXL is likely to be marked by dissent from Courage employees and pensioners over the terms of transfer of the pension scheme.

Hanson is proposing to transfer sufficient assets to cover the liabilities of the scheme, but to retain the surplus within the group. At the last actuarial valuation in April 1985 the three Courage pension schemes had a combined asset value of around £230m and liabilities of £150m - representing a surplus at that time of £80m.

Mr Martin Taylor, a director of Hanson Trust, said yesterday that an up-to-date actuarial valuation had not yet been completed. Nevertheless, given the buoyancy of world stock markets since April last year, the current surplus could have reached £100m.

Mr Taylor and Mr Andrew Cummins, corporate finance director of Elders, have assured Courage employees that they have nothing to fear in terms of pension entitlement. These statements have not reassured Courage employees or pensioners nor the Transport and General Workers' Union.

The union's attitude is based on what is held to be a general principle that any surplus belongs to members of a pension scheme and that Hanson should at least enter discussions with employees and their trade union representatives over the disposal of a surplus. Employees and pensioners, meanwhile, fear that Courage's new owners will take a much less positive attitude to the level of pension benefits.

Courage was part of the Imperial Group, which Hanson acquired earlier this year in a bitter takeover battle. Imperial had the justifiable reputation of being one of the best employers in respect of pension provision. It went far beyond meeting minimum pension benefits as laid down in the trust deed.

In addition to providing high level pension benefits, it revalued pensions in payment to pensioners (and also deferred pensions to former employees) in line with the Retail Price Index - a policy that meant going beyond the basic entitlements laid down in the trust deed.

Pension scheme benefits are controlled by the terms of the trust deed and these tend to be inadequate over rights on transfer of ownership of the company, or in a winding up.

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UK NEWS

Soft drinks battle lines are drawn

Christopher Parkes studies a shift of power which has produced two clear leaders in the British soft drinks war

THE BRITISH soft drinks industry was a sorry, fragmented thing in December obsessed by production and distribution and relatively little concerned with marketing. The leading manufacturer, Cadbury Schweppes, had 12 per cent of the market. The rest - about 150 of them - trailed in its wake.

Yesterday the business was transformed by a series of quick-fire exchanges which establishes two clear leaders sharing some 50 per cent of the £2.5bn-a-year trade, and threatens smaller manufacturers with either extinction or confinement in small specialist and regional markets.

As well as polarising the indigenous industry, the exchanges also give Pepsi-Cola and Coca-Cola firm new bases from which they should be able more effectively to wage their long-running "cola war." Coke currently outsells Pepsi by a ratio of about four-to-one in the UK.

The restructuring pivots around the Beecham Group's £120m sale of most of its soft drinks interests to Britvic, and the surrender of its Coca-Cola franchise to a joint company to be set up by Cadbury Schweppes and Coca-Cola.

It is enhanced by Pepsi-Cola's taking a 10 per cent stake in Britvic Soft Drinks, a recently established joint venture between three of Britain's leading brewers, Bass, Whitbread and Allied-Lyons. Britvic will in future be known as Britvic Corona.

Cadbury Schweppes gave Pepsi notice to find itself a new distribu-

tor last December when it initiated an agreement to link up with Coca-Cola.

Early estimates suggest that Britvic Corona, which will handle the Pepsi and 7Up ranges, Britvic juices and mixers, R. Whites lemonade, Shandy Bass, Canada Dry, Corona, Tango, Hunts, Idris and Qnooh brands, will control some 20-odd per cent of the UK carbonated drinks market. The Schweppes and Coca-Cola ranges will account for about 25 per cent.

Mr Dominic Cadbury, Cadbury Schweppes chief executive, gave some indication of things to come when he said yesterday that he aimed to capture 33 per cent of the UK carbonates market - worth some £1.8bn in 1985 - by the end of next year.

Mr Ken Richards, chairman of Britvic, offered no specific targets, but he promised promotional spending next year of about £20m for the group's ranges. "The moves mean that the restructuring we signalled 12 months ago has now taken effect. There were simply too many people competing and not getting anywhere," Mr Cadbury said. "There are still too many, and I wouldn't be surprised to see the numbers fall."

There would also have to be some

rationalisation with Cadbury's operations in order to bring through the benefits of the link with Coca-Cola. Redundancies would have to follow, he added.

On the face of it, the Coca-Cola-Schweppes grouping appears to have an edge in that the link has been longer in the forging, involves a relatively clean join between two particularly strong brand names, and includes some of the best production facilities in Europe. Coca-Cola's latest canning lines, for example, can fill up to 2,000 cans a minute compared with the 500-odd which is the best Britvic can boast.

However, the new-look Britvic has a wider range which includes many strong brands with development potential, and something of an advantage in that its Beechams buy brings with it a sophisticated national distribution link with the retail trade, cash-and-carries and conventional wholesalers which will complement its strong hold in the pubs and off-licences tied to the Bass, Allied and Whitbread estates.

Mr David Laing, of stockbrokers Henderson Crosswhite, believes yesterday's announcements signal the start of a new marketing era in the industry. "Schweppes has been pretty indifferent, and Beechams was never really a marketer in soft drinks," he said. The whole market had been unexciting and low key, suffering from poor leadership, massive over-capacity and fragmentation. However, the changes gave an opportunity to re-lease the market's "tremendous potential," he said.

Coca-Cola had been disappointed with its results in the UK and would be sure to invest heavily in its new venture. Pepsi could be counted on to attack.

Mr Peter Kendall, head of Pepsi's operations in northern Europe, claimed that the link would immediately triple Pepsi-Cola's distribution in the UK. "The new venture represents a coup for Pepsi in the ongoing cola wars. Now we'll have the muscle to get our products distributed to three times as many restaurants, pubs and retail stores," he said.

He emphasised the significance of his company's 10 per cent stake in Britvic Corona - the first Pepsi has ever taken in any overseas bottling operation - saying it reflected the importance of the British cola market.

Claiming that Pepsi had been the catalyst which led to the formation of Britvic Corona, he said Pepsi had effectively check-mated Coca-Cola's bid to strengthen its position in the UK by associating with Cadbury Schweppes. "What others thought might have been a set-back for Pepsi in the UK has been turned into the biggest opportunity we have ever had to increase brand sales here," Mr Kendall said.



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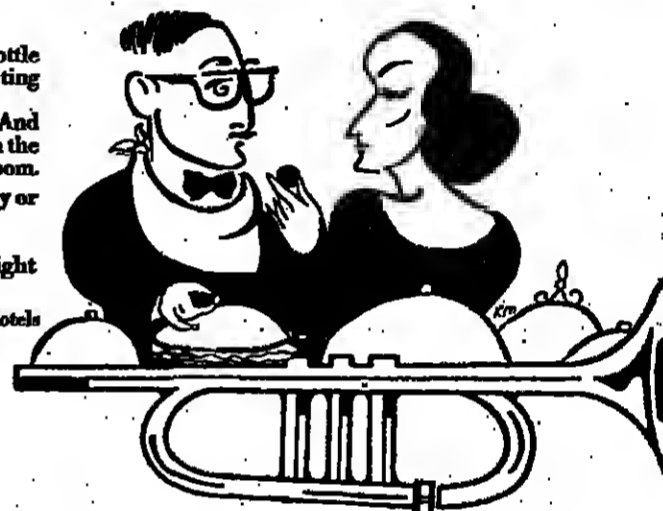
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UK NEWS

City willing to move beyond historic core

BY PAUL CHEESBRIGHT, PROPERTY CORRESPONDENT

THE CITY of London authorities yesterday signalled a start to major redevelopment of London Wall, a street of 1960s buildings already becoming obsolete in the north of the City.

The planning and communications committee of the City of London recommended that permission should be given to MEPC for a £150m development which involves the demolition of a derelict office building, Lee House, and the construction of a new building which will bridge London Wall.

This is the first planning permission which has come through for a series of major developments on London Wall. It is seen as an indication of the City's readiness to promote new buildings outside the conservation area, the historical core of the City.

The City authorities are in discussion with Guardian Royal Exchange and a Wimpey Property-Wates City of London Properties joint venture for three other schemes which would also bridge the street.

There are three other projects for London Wall in the planning stage, but these do not involve spanning the street.

These planned developments are consistent with the City policy of hastening development around the edge of the traditional financial centre. They are also mirrored to the south by the projects coming to fruition along Upper Thames Street, by the river.

Underlying this thrust is fear that financial institutions might be lured away to Docklands in the east. They are also a response to the pressure on office space more generally.

The new MEPC building will be called Alban Gate. Offices - 348,000 square feet of total space - will spread over 17 storeys with floors of up to 30,000 square feet.

The development, designed by the Terry Farrell Partnership, also involves public piazzas, shops, restaurants, a new library hall and some residential accommodation.

Demolition of the 21-storey Lee House, now sitting empty and bleak, should take place early next year with the main building work starting about June.

Sacked journalists reject Murdoch offer

BY OUR LABOUR STAFF

JOURNALISTS SACKED by Mr Rupert Murdoch's News International have voted to reject the company's compensation terms offered to 28 members of the National Union of Journalists (NUJ) who refuse to work at the company's high technology plant at Wapping, east London.

A meeting of former News International journalists yesterday endorsed their union executive's decision to reject the management offer, taken at the weekend. A statement from the journalists said the offer was totally unacceptable both collectively and individually.

NUJ officials have been instructed to continue their policy of obtaining a choice of either reinstatement or compensation for dismissed journalists.

The sacked members are calling on the company to reopen negotiations with the print unions, and have stipulated that any settlement of the NUJ dispute should be reached only "alongside a wider agreement covering all groups involved in the dispute."

The National Graphical Association (NGA) has paid more than £3.5m to members in official dispute over the past two years, according to figures published in Print, the union's journal.

Dispute benefit has cost the union a total of £5.5m in the past 10 years - £3.5m of which has been paid since September 1984. The sharp rise in payments came in the wake of the union's conflict with Mr Eddie Shah's Messenger group in Warrington. Since then, the union has funded lengthy disputes at the Wolverhampton Express and Star and the Kent Messenger.

Since January this year, 650 NGA members sacked by News International after going on strike, have been paid benefit - putting a further drain on the union's resources.

MPs ANGRY AT FAILURE TO ACT OVER TERRORISM

French stance on Syria attacked

BY NOR OWEN

FRANCE'S failure to give a decisive lead in backing Britain's demand for collective diplomatic action by all the members of the EEC to mark their condemnation of the Syrian Government's involvement in terrorist activities in London was strongly attacked by Conservative backbenchers in the Commons last night.

Mr Nicholas Soames (Conservative), son of Lord Soames, former British Ambassador in Paris, clearly expressed the view of many government supporters when he described the attitude of EEC Foreign Ministers at their meeting in Luxembourg on Monday as "tardy, timid and, above all else, fatuous."

He complained that the behaviour of the French had been particularly craven and contended that if the Community could not rally round when called on to fight terrorism, there could be little hope of its establishing a coherent policy on anything.

Both Mrs Margaret Thatcher, the Prime Minister, and Sir Geoffrey Howe, the Foreign Secretary, linked their diplomatically couched admissions of disappointment at the outcome of the Luxembourg meeting with expressions of hope that the EEC Foreign Ministers will show more resolution at their next meeting, due to take place in London on November 10.

Sir Geoffrey's confirmation that, if necessary, Britain will use its veto to prevent the renewal of EEC aid to Syria - involving £100m over five years, starting from the beginning of next month - was firmly backed by Mr Denis Healey, Labour's foreign affairs spokesman.

They were also in agreement in underlining the serious implications of the absence of any arrangements for a friendly government to protect British interests in Syria following the severing of diplomatic relations between London and Damascus last Friday.



Sir Geoffrey Howe

Investor protection backing

By Nick Bunker

LOBBYISTS for banks and building societies have been sharply criticised by the Consumers' Association for trying to water down the UK's new investor protection rules.

The Consumers' Association said that the Securities and Investments Board, the chief investor protection watchdog body, should resist pressure from banks and building societies to change its proposals for the "polarisation" of financial intermediaries marketing life assurance and unit trusts.

The Consumers' Association said in a letter to Sir Kenneth Ferrill, the SIB's chairman, that the banks' arguments against polarisation were spurious.

Toshiba praises union deal as model of industrial harmony

BY DAVID THOMAS

MR SHOICHI SABA, chairman of Toshiba, the Japanese electronics group, yesterday praised the company's industrial relations agreement with the electricians' union EETPU at its plant in Plymouth, in the west of England for showing that the UK need not have conflict between management and unions.

Mr Saba, speaking at a ceremony at the Plymouth factory to celebrate the production of Toshiba's one millionth television in the UK, said the factory had not lost a minute because of industrial action since 1981, when Toshiba first moved into the UK. "I thank the EETPU for their most valuable contribution," Mr Saba said.

The Toshiba chairman said the company had been worried about the UK's reputation for poor industrial relations before moving to Britain, but these worries had been dispelled. He argued that both the managers, who were open with their work force, and the EETPU were responsible for this.

Toshiba's agreement was the first of its kind in the UK to include acceptance of a single union, arbitration on the pendulum principle (under which a choice is made between the management's or union's final position), disclosure of information and flexibility of working practices. The EETPU has since struck similar agreements with other Japanese companies in Britain.

Dr David Owen, Social Democratic Party (SDP) leader, and a Plymouth MP, also praised the EETPU and said that many people were now interested in what had at first been seen as an industrial relations experiment in Plymouth.

Toshiba's two plants in Plymouth now employ about 1,000 people, compared with 270 in 1981. It is making 400,000 TV sets a year, compared with 70,000 in 1981.

Mr Eric Hammond, EETPU general secretary, said: "There is a stability and expansion of employment which really shows that what we've been about here is going in the right direction."

Sumitomo to offer mortgages

BY DAVID LASCELLES, BANKING CORRESPONDENT

SUMITOMO Bank, Japan's second largest bank, is to offer mortgages to UK homebuyers. The move is believed to be the first attempt by a Japanese financial institution to enter the UK market for personal banking services.

Mr Sumitomo Okuyama, joint general manager of the bank's London branch, said yesterday that Sumitomo intends to be a long-term supplier of mortgages, and would be concentrating on the wealthier end of the market.

The Japanese bank's commitment is to be open-ended: it will meet whatever mortgage demand it can generate which meets its lending criteria. Mr Okuyama said it will not offer cheap loans to attract

new clients, and would charge all its borrowers the same rate of interest, currently 12.25 per cent.

Sumitomo has a reputation as one of Japan's most aggressive banks. It has a loan portfolio of more than £5m in its London branch, and has been at the forefront of the Japanese bank's successful attack on the UK business market.

Mr Okuyama was keen to dispel fears of price-cutting for two reasons. Several foreign banks have entered the UK home loan market in the last two years by offering cheap mortgages, and then pushing up the rate once borrowers are locked in. Japanese banks have upset UK banks with their aggressive

tactics in the corporate loan market, and have provoked calls from senior UK clearing bankers for closer regulation of their activities.

Sumitomo will initially offer mortgages in the southeast of the UK, with minimum loans of £50,000. They will be marketed through three insurance companies, Standard Life, Scottish Mutual and Provident Mutual. The bank has hired UK personnel from building societies and insurance companies to run the business.

Mr Okuyama said Sumitomo has no plans at the moment to expand further into UK retail banking, and would not be opening any new branches beyond its present offices in London and Birmingham.

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UK NEWS

French to brief British on satellite broadcasting

BY RAYMOND SNOODY

THIRTY leading British media organisations have been invited to France to be given a detailed briefing on the French direct broadcasting by satellite (DBS) project.

Telediffusion de France (TDF) the French transmitter organisation. Since the French Government overturned an agreement to lease two channels on the French satellite to a consortium led by Mr Maxwell, MGN has been looking more towards the Luxembourg satellite project Astra than TDF-1.

Hot rocks may yield cheaper electricity

By David Fishlock

ELECTRICITY generated from steam raised by the natural heat of the earth's crust - "hot rocks" - could be cheaper than coal-fired electricity in Britain, although not so cheap as nuclear electricity.

Prince Charles urges builders to exploit the inner cities

FINANCIAL TIMES REPORTER

PRINCE CHARLES yesterday called for an end to the short-sighted economic arguments "that led house builders to concentrate on protected (green belt) land and told an audience of 650 house builders: "It drives me mad that others seem blind to the potential of the inner cities."

"It always seems to me crazy that the building industry spends a great deal of energy in trying to secure greenfield sites which, from an overall national economic point of view, are far more costly to develop than derelict sites," he said.

in an ever increasing spiral of decay. He said the "social manifestation" of this was poor schools, bad hospitals, lack of facilities resulting in ill health and dependency among people who had to live there.

Prince Charles urges builders to exploit the inner cities

It is also uncertain whether a sufficiently free path can be established for the water pumped down to circulate through the rock and return to the surface without large losses. * An economic assessment of hot dry rocks as an energy source for the UK. HMSO, £10.

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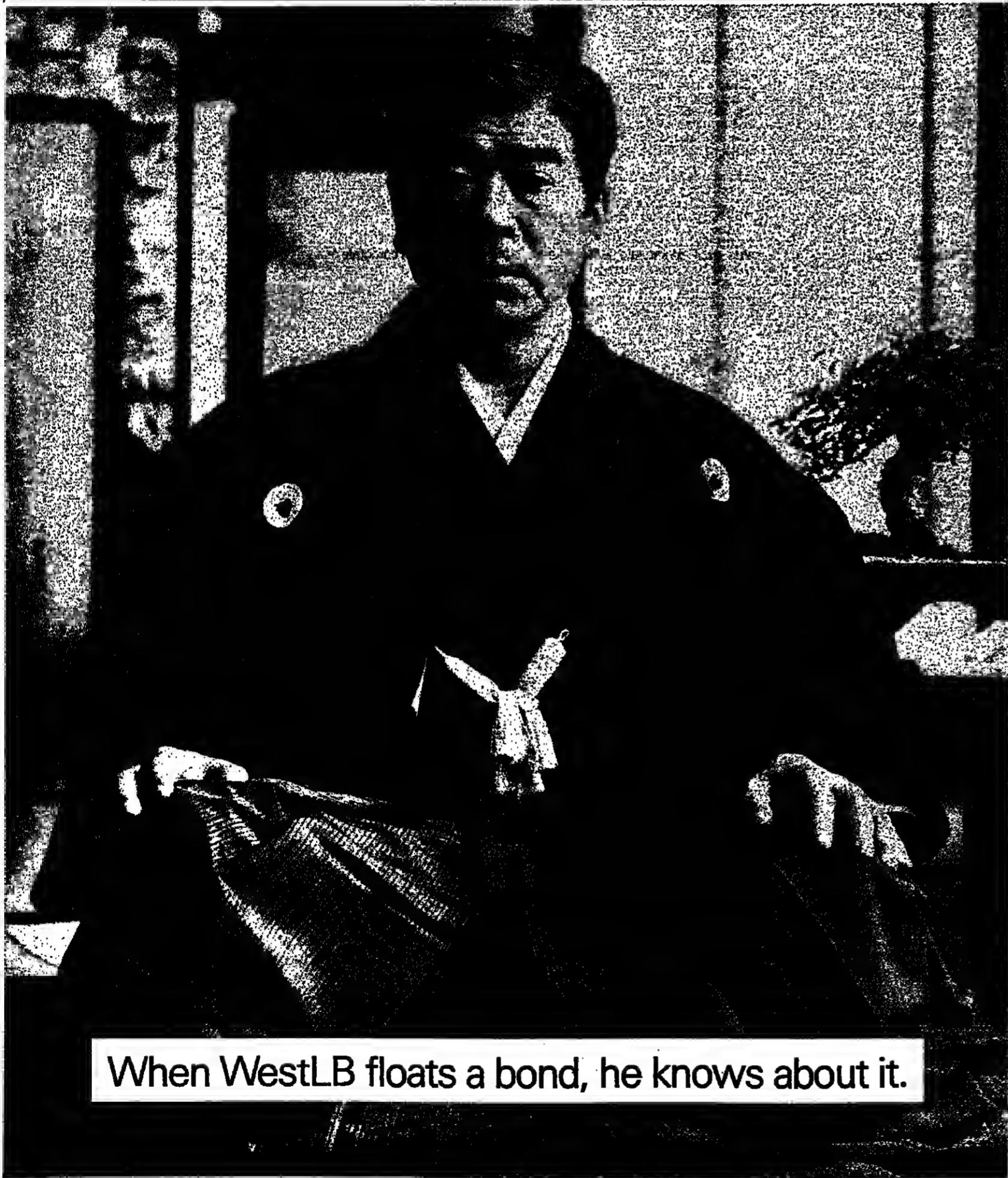
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JOBS

Further laws of organisational stupidity

BY MICHAEL DIXON

"I ENJOYED what you've been writing about laws of organisational stupidity," chirped an acquaintance met in the City of London the other day. "Good joke, what?" The joke column gave him the evil eye. "It's in deadly earnest," I snapped. . . . then began worrying that he might not be alone in the mistake. Certainly the seriousness of the laws project seems to be appreciated by the 156 readers who have sent in proposed laws of their own. But as there might be others among you who share the delusion revealed by the City gent, I had better explain. Perhaps the most striking definition of big organisations is the one produced by the American novelist Herman Wouk. He called them "machines designed by geniuses to be run by idiots." While that definition tends to appeal to the few who set up and direct large organisations, a somewhat different view is usually taken by the multitudes of us who merely work in and otherwise suffer under them. We do not need to be menials to fall into the multitudinous category—as will no doubt be known, for instance, by readers responsible for managing a production or sales operation in a group directed from elsewhere. The topmost few, in Government as well as other fields,

clearly feel they are qualified for the genius role. One of the reasons for their confidence seems to be that they have become convinced the complexities below can be remotely controlled by use of the laws of economics and other nostrums of so-called social science. To us who have to operate underneath, every day brings fresh confirmation that those nostrums do not work well in practice. The ordinances sprinkled down from the top as applications of economics and such are apt to congeal around us as organisational stupidities. Hence the project to codify them as laws. For if we can come to understand them better, we might be able at least to neutralise them. That is the aim anyway. I am pursuing it not in any revolutionary spirit but in the hope that those responsible for actually doing the world's work will one day be less systematically hindered from doing it properly. It is admittedly a slender hope. Whereas armies of egg-heads are employed at taxpayers' expense to study and refine the nostrums favoured by the geniuses, there appear to be only 157 of us idiots trying to pin down organisational stupidities. But I feel sure there is a chance—always provided that the laws admitted to the canon can be seen to be at least as

reliable as the laws of economics in predicting what happens in reality. And as I seem to have landed the job of project co-ordinator, it is surely my duty to see that the requirement is met. Which is where I start to fear that, within seconds, some of the readers who have submitted proposals will feel inclined to punch me on the nose. For they are soon going to find out what I have done to them. **Knuckle-dusters** Before they reach for the knuckle-dusters, however, I hope they will accept that I have had too much on my plate to consult them and obtain their agreement before airing their formulations. Even by taking short-cuts I have managed to winnow out only five more draft laws—be themselves subject to correction and improvement by readers—to add to the 11 I put forward on September 4. Finding tolerably satisfactory forms of words has been a difficult task. It is not unlike the one faced by the leaders of the Flat Verse Movement some decades ago, who set out to perfect a new kind of poetry obeying the rule that it must tell the truth, the whole truth, and nothing but the truth. Although many would-be members of the movement submitted candidate poems, these

often infringed the rule. So the leaders decided to correct them to conform with it. Take for example the following effort, sent in by a poet in the dizzying heat of inspiration: *In the 19th century Queen Victoria Hood. As far as can be ascertained, By all this is believed.* To a sober eye the errors are plain instantly. To say Queen Victoria lived in the 18th century is as the whole truth. She died in 1901 and so, unlike her consort Prince Albert, also lived in the 20th. Moreover, it is not true that, as far as can be ascertained, all believe Queen Victoria lived at whatever date. Many people in the world clearly have never even heard of her. The movement's chiefs therefore amended the poem to read: *In the 19th century Albert, Prince Consort, Hood. As far as can be ascertained, This is not disbelieved.* I have done something roughly similar in the case of the first of today's extra laws. As submitted by Peter Kelly of Dublin, it read simply: Errors breed. But while they do so in some circumstances, it is clear that in others they arise intermittently with no connection between them. The key difference may well lie in an extension of the theory

of the American psychologist David McClelland. He holds that people may be divided into those motivated by a need for positive achievement who tend to treat their errors as opportunities to try again and do better; and those motivated by a fear of failure who tend to be haunted by their past mistakes. **Self-destructive** It seems reasonable to speculate that in organisations with an achievement culture errors will be intermittent. In those riddled with fear of failure, on the other hand, Kelly's "Katabolism"—a biological term for a self-destructive kind of metabolism—will hold true. I have therefore altered it to: Errors breed as concentration or avoiding them increases. The next two laws have been winkled out of a most scholarly paper sent in by the British sociologist Jack Winkler. Among the many cogent things the paper says is that if rewards become so routine that people expect them as a matter of course, they have no motivating effect except as a punishment to those who don't receive them. The same applies, but in reverse, to over-regular punishments. Hence Winkler's Twist: Routine responses motivate only those they are withheld from.

The paper also points out that to seek greater output by splitting the task of producing a finished product between numerous jobs tends to put the whole caboodle at increased risk of breakdown. Which gives rise to Winkler's Wrecker: Division courts disruption. A further law, contributed anonymously, is called Doyle's Damper because its basis is a comment by Sir Arthur Conan Doyle at the end of the first chapter of *The Valley of Fear*. The Damper states: Mediocrity can recognise nothing better than itself. This law is especially damaging when it operates in conjunction with the previously codified Peter Principle which holds that people are promoted so as to wield their greatest influence at a level of work in which they are incompetent. The supplier of today's last law, who is also anonymous, works for another newspaper which, if it were not for the omission of the word "Financial," would have a title very like that of the one you are reading now. The law is Evans's Ejector: After any voluntary redundancy programme, the staff needed to do a given quantity and quality of work will be larger than before. The contributor adds that the operation of Evans's Ejector is invariably followed sooner or later by Rupert's Riposte—namely, "Out!"

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A major US Securities house with a considerable London presence, continues to expand its activities in the international markets, and is looking for a money market sales specialist, to join an already well established and successful team.

Candidates will be in their twenties and have a minimum of eighteen months' experience in the sale of short term instruments. Applicants will be expected to sell BCP, Euronotes and FRNs, and have the ambition and enthusiasm to succeed in a highly competitive arena.

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Our client is a leading UK stockbroker with an enviable reputation in the international equity markets. In order to maintain that reputation and to increase market share in the face of growing competition, they wish to augment their existing European research team with more young high calibre analysts. Although existing knowledge of one or more European markets would be welcome, it is more important to have a strong background in equity research. This represents an excellent opportunity for an analyst to join a top stockbroker in an exciting new market.

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Our client, a major US stockbroker requires an equity sales executive with at least two years institutional experience. The firm, which has an excellent research reputation, has successfully expanded its European client base and can offer excellent prospects and a competitive remuneration package. Ability in one or more European languages would be a distinct asset. For a confidential discussion please contact Stuart Clifford or Christopher Lawless.

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Our client is a market leader in the new securities industry and its corporate finance department is experiencing rapid expansion and development. They wish to appoint exceptional individuals at Manager and Executive level.

Applicants are likely to be—
1) Solicitor or Chartered Accountants who have gained around two years' experience of stock exchange related transactions.
2) ACAs in their mid 20's, ideally Top 8 firm trained and with some relevant experience.

For the successful candidates who have the technical and personal attributes to cope with a highly professional yet informal working environment, the financial rewards will be excellent.

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CREDIT ANALYST - US bank trained £20,000 +
A prestigious merchant bank wishes to strengthen its marketing support team with the appointment of a US bank trained Credit Analyst. In addition to the market support function, there will be occasional company visits with a view to an independent marketing role in the near future. The successful candidate will probably be in their mid to late 20's. Contact Richard Meredith or Anne Fenwick.

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TREASURY MANAGEMENT

The Woolwich has taken a leading role in establishing the presence of building societies in the sterling markets. We intend to maintain this position and have plans to develop the range and scale of our operation even further. These plans will require the full participation of an Assistant Treasurer, so we are now looking for someone with an impressive record of achievement and the right personal qualities to lead our small dealing team, who can grow with us as our treasury function expands and diversifies. Although money market experience is our primary requirement, our plans also offer scope for those with knowledge of the Gilt and CD markets and wholesale funding. Candidates should, preferably, be educated to degree standard, but formal qualifications are less important than experience and potential. Age is also not of prime importance although the maturity and judgement to control the dealing team and to manage the function in the absence of the Treasurer will be crucial. In return for your expertise we can provide a very attractive remuneration package with the excellent benefits you would expect from a leading financial institution. If you feel you have the qualities we are looking for, please contact our Treasurer, David Giezler on 01-854 2400 extension 5460 for an informal and confidential discussion or send your cv to Alan Burnhams, Deputy Personnel Manager, Woolwich Equitable Building Society, Equitable House, Woolwich, London SE18 6AB.

Applications are welcome from both men and women.



PROPERTY FINANCE

Seymour Adelaide & Company, a leader in Property Finance Consultancy and Broking and a wholly-owned subsidiary of London and Manchester Group plc, is looking for growth. The Managing Director now seeks, to work indirectly with him and his fellow directors, an astute, aware and active broker.

The task is to promote the activities of the company through liaison with clients, lenders and professionals, to deal with the receipt and presentation of applications and the processing of cases through to satisfactory completion.

Property or property finance background and some time with a Bank, Institution or involved Professional Firm are likely to provide the appropriate experience.

We recognise the need to be competitive in remuneration and are ready to reward results. If you believe you have what it takes—ring Keith Mason on 01-496 6141 or write to him at Seymour Adelaide & Company Limited 18 Seymour Street, London W1

International Banking

AUDIT MANAGER to £20,000
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A major European Bank, long established in London and highly respected in the City, now requires a further person within its Audit function, to be responsible for the investigation and control of new and existing systems. Candidates should have several years computer audit experience within a banking or financial environment, ideally to include programming knowledge.

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Gordon Brown

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We now wish to complement the combined team with additional experienced consultancy resources of the highest calibre to consolidate our pre-eminent position. Most successful candidates will be based in London. Through our international network of Spicer & Oppenheim offices, opportunities to be based in countries around the world will arise very soon.

Further details of our exacting requirements are given in the other three corners of this page.



Spicer and Pegler Associates
Management Services

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Applications are invited from persons with proven experience and ability who consider that they may be able to fill one or both of these important positions at York Racecourse.

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and
the names of two persons from whom references may be obtained as well as existing employer
(These will not be used without prior permission)

A typed or printed CV may be enclosed with the letter of application. The salary will be commensurate with the importance of the position. Pension and private health insurance schemes are operated.

All applications will be treated in the strictest confidence and should be submitted no later than
Monday 10th November 1986, addressed to:
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c/o F. A. Lewton Esq

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Minimum Requirements

The INTERNATIONAL FINANCIAL INSTITUTIONS GROUP of Spicer and Pegler Associates is a winning team. Continued success is assured. However, our envisaged rate of expansion heavily depends upon the quality of additional people recruited during the next few months. Our minimum standards for ALL CANDIDATES therefore are extremely exacting. They are as follows:

- Pre-consulting experience within financial institutions
- Good MBA or equivalent degree
- Fluency in English plus one, preferably two, other European languages
- International outlook and willingness to travel globally

In addition to the above, successful candidates will have the intellect, energy, drive and presence vital to success in the boardroom. If you qualify for membership of this elite group of people, we would like to hear from you.

Please see the other three corners of this page for further details.



Spicer and Pegler Associates
Management Services

FUND MANAGEMENT OPPORTUNITIES

County Investment Management, part of the NatWest Investment Bank, is a leading force in Investment Management, covering the full range of corporate portfolio services; funds under discretionary management exceed £7bn.

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To join a research orientated Fund Management Team, adding to our coverage of the UK Equity Market. Candidates should have a strongly analytical approach to investment and the ability to use modern techniques.

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To manage advisory and discretionary funds varying in size from £250,000 to £16m.

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If you wish to make a career move into one of these positions, please send a comprehensive C.V. to: Ian Carlton, Personnel Manager, NatWest Investment Bank, Drapers Gardens, Throgmorton Avenue, London EC2P 2ES.

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CITY

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INVESTMENT ANALYSTS

National Mutual recently announced the acquisition of Schroder Financial Management Ltd. The new group is now one of the fastest growing Life Assurance and Unit Trust organisations in the U.K. As part of our continuing expansion and as a result of a promotion to Australia we have two vacancies for Investment Analysts in our forward-looking team based in Poole, Dorset.

The successful applicants will become part of a major UK organisation which is in turn part of an international financial services group whose assets exceed £6 billion. The ideal candidates should have suitable degrees, be in their mid-twenties and have between one and three years' analytical experience. Candidates with experience in the Electrical, Electronics, Pharmaceutical and Chemical sectors of the UK equity market will be particularly well regarded as will persons who are progressing towards an ASIA qualification.

These appointments will provide rewarding challenges to the right people. The salaries offered will be competitive and progression includes eligibility to a performance-related bonus scheme. Relocation assistance to Poole will be given as required. Fringe benefits include a mortgage subsidy after a qualifying period and other benefits applicable to a large insurance group.

Due to our expansion programme the promotional opportunities are excellent and we are therefore looking for candidates of high calibre with the ability to progress. If you believe you are capable of meeting these challenges please write with detailed CV, including current salary or telephone for an application form to:

Sally Hayward
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Origination

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A leading international investment bank currently wishes to strengthen its European marketing team with the addition of an experienced individual able to develop and transact business with sovereign institutions and multinational companies.

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Michael Page City

International Recruitment Consultants - London Brussels New York Paris Sydney
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Experience of the Highest Calibre

In the recently expanded INTERNATIONAL FINANCIAL INSTITUTIONS GROUP of Spicer and Pegler Associates, room exists for perhaps one or two more truly outstanding people to join our existing entrepreneurial leadership.

We would like to hear, therefore, from those experienced top management consultants with an exemplary track record of winning and directing assignments. Where appropriate, the abilities and ambitions of established successful teams will be accommodated.

In addition, our growth plans incorporate the appointment of Senior Associates or Principals who have over two years assignment management experience of distinction. Our reward structure will best any other world class consultancy for first class talent.

If the requirements outlined in the four corners of this page capture and excite your imagination, please forward adequate details, in confidence, to Peter Willingham, quoting reference LM24 at Spicer and Pegler Associates, Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.

Please highlight the reasons why we should meet. Alternatively, if you know Tim Bishop, Chris Bate or Peter Jenkins, telephone them directly.



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Salary by negotiation.

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- Domestic/international strategy and organisation
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One or two vacancies can also be created for truly outstanding people to join our existing entrepreneurial leadership. Please see opposite and yesterday's Financial Times for more details.

Alternatively forward a comprehensive CV to Peter Willingham quoting reference LM24A at Spicer and Pegler Associates, Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.



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If you are positively seeking a career move — or simply testing the market — ring Jill Backhouse or Brian Gooch for a preliminary confidential discussion.

Jonathan Wren
Recruitment Consultants
No.1 New Street, (off Bishopsgate), London EC2M 4TP.
Telephone: 01-623 1266

ANALYST
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Ludvigsen Associates Limited is a recruitment consulting organisation specialising in the motor industry on a worldwide basis. Ludvigsen seeks an experienced motor industry analyst to join its team in providing exciting challenges in consulting work for the world motor industry.

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A vacancy has arisen for a trainee broker. The successful applicant will be about 25-30 years old, hard working and personable. No previous experience necessary as full training given.

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Age 35-50 up to £80,000

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Japan

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Top UK securities house seeks to expand its Japanese research capability. Candidates should have already gained a broad understanding of the Japanese securities market and be prepared to spend up to three months a year in Tokyo.

Working alongside a successful sales team, the candidate will benefit from a highly sophisticated technical set up.

For further details, please contact Nick Root or Timothy R. Wilkes on 01-404 5751, or write enclosing a full cv to The Securities Division, Michael Page City, 39-41 Parker Street, London WC2B 5LH. Strict confidentiality assured.

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INVESTMENT ANALYST

Early Prospects of Fund Management in a Major Private Sector Pension Fund

Our client is a major British company whose activities and interests are internationally renowned. Its Pension Fund is one of the top five internally managed funds in the UK. Due largely to the quality of investment research and analysis, it consistently outperforms other private sector schemes. Responsibility for the management of this prestigious financial institution lies with the Investment Department.

The Department is seeking to recruit an Analyst who will be a key member of a small London based team, participating in the evaluation of a broad spectrum of holdings in UK Equities. You will also be given an early opportunity to manage certain portfolios subsidiary to the main fund, with a current value of £200 million.

A thorough and professional approach is required to ensure analysis is of the highest possible standard. The impact of your recommendations and decisions will be an influence in determining investment strategy. There are also real prospects of promotion within this stable and secure environment.

Candidates must be graduates with a good degree in Economics or a numerate discipline and have a minimum of 1-2 years experience in investment analysis, preferably gained with a financial institution.

The position commands a highly competitive salary and large company benefits package, including generous relocation assistance where applicable.

Candidates should write with CV to: John Sears & Associates, Cavendish Court, 11/15 Wigmore Street, London W1H 9LB or telephone: 01-629 3532.

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MANAGEMENT

CAN SONY do it? Can it take a product of which most people have still not heard and turn it into a multi-billion dollar market?

Fans of Japan's best-known electronics company can no doubt tick off the products that already provide an answer to the above question: the Sony Trinitron television, the Sony Walkman, the home video tape recorder, among others.

But despite all these successes, Sony is now facing one of the most crucial periods in its history. Video 8, as the new product is called, is not just another new Sony gadget. It is a key element in an all-out push by Sony to regain control of the huge VCR market worldwide, to diversify, at last, beyond the consumer market, and to return to a solid profit growth path.

Sony's plans for Video 8 are little short of remarkable, considering the problems the company has had in recent years. Top executives claim that it can turn a 35 per cent penetration of VCRs in major markets to a 75 per cent penetration within five years.

"We've reached the video cassette horizon where audio was 15 years ago," says Kazuyuki Shirakura, managing director, consumer products. The current VCR format, he says, is physically too large to expand the video market. The key is miniaturisation, both of the cassette and the VCR. The Video 8 cassette is about the size of an audio cassette; the most popular video cassette in use today — the VHS format — is about the size of an average hardback book, rendering the current VCR deck into the non-portable category.

Sony wants to do the video what it did for audio, that is, take it into the streets. Thanks to the tiny size of the Video 8 cassette (8 comes from 8 mm, the width of the videotape), Sony has designed a VCR deck which is little bigger than the video cassettes currently in use. It doesn't take much imagination to see what's coming. For example, videocom, a VCR deck incorporating a small screen which commuters could take on a train, air travellers could find at their seats and no doubt, a generation of young people will find essential to their life and well-being.

Currently, about 100m homes worldwide own a VCR, but the market is growing slowly and profitability for manufacturers is now on the decline. "Within 4 or 5 years, 8mm will exceed 1 inch (the current best-selling format) in terms of production. If we can achieve that, we can double the market," says Shirakura.

That's the dream, anyway. And this time, Sony intends to

Sony

Set for a miniature revolution

Carla Rapoport explains the Japanese giant's plans to take Video 8 into the streets



be on both the component as well as retail end. The company aims not only to convince consumers to switch to the new, handier format, it also plans to convince VCR manufacturers to jump on the 8mm video bandwagon and buy the components it needs from Sony. For the time being, this looks like rough going, considering the investment most manufacturers have in the VHS format. Nonetheless, this time Sony does have an international format agreement on hand.

But, can Sony do it, particularly since few of the signatories to the international format agreement seem as keen as Sony on exploiting 8mm at the moment. Before considering these demanding goals, it is useful to consider why Sony needs a big win with Video 8.

Sony is a flamboyant post-war child of the electronics industry, with a reputation for being both a maverick and a hot-shot engineering company. It stuns with consumer electronics because it preferred to engineer the next best product, to make its profits in the product's early life and leave mass merchandising to the bigger players. It would then go to work on the next best product. It was so anxious to hold on to its technology and ideas that it declined to make its products for anyone's label but its own. The plants, like Matsushita Electric (maker of National and Panasonic brand names), had no such scruples. Original

Equipment Manufacturing (OEM) fuelled Matsushita's growth and helped it become the world's largest electronics company. This was in large part because it unashamedly followed Sony's trail, making, rather than inventing, gadgets for anyone who asked.

Throughout the company's history, "we concentrated on in-house use only. We declined to sell outside. That decision really affected us," says Ken Iwaki, Sony's senior general manager of corporate planning. As a result, Sony is not among Japan's largest electronics companies. It is half to a third the size of the diversified giants like NEC, Hitachi, Toshiba and Matsushita. These companies' businesses stretch from nuclear power plant equipment to the microchip.

Sony, however, only turned to diversification in recent years and its efforts have not yet had a great effect on the company's structure. More than 75 per cent of Sony's sales come from consumer products, an arena now crowded with low or slow growth products. Further, most of its sales (about 70 per cent) still come from exports, so Sony has been hard hit by the yen's appreciation. Most analysts this year expect Sony's pre-tax profits to drop to ¥1,400bn on sales unchanged at ¥1,400bn. That will push pre-tax profit margins to about 7 per cent, compared with 13 per cent back in 1980 and about 9 per cent last year. Considering Sony's glamorous

track record and its well-known name, it seems somewhat surprising that Sony's efforts to diversify so far have not been handsomely rewarded. It is considered rude in Japan to force executives to speculate on why something has not worked. But on reflection, Sony executives say that the company was probably too late into personal computers, for example, to have much success.

According to Iwaki, the company's first foray into computers a few years back was fairly dismal. The market was already dominated by a clutch of players that refused to give away an inch. It was not a profitable experience. And by 1984, office automation and the mainstream semiconductor markets had largely passed Sony by. The group's considerable know-how in chips was still limited to consumer products. It found it needed to be more broadly based to compete with the likes of NEC, Japan's computer giant.

Also, around this time, when Sony began to work on diversifying, its pioneering VCR format, Betamax, came under attack in the marketplace. The Betamax provides an almost textbook example of how technology cannot ensure a victory in the marketplace. It was the first domestic VCR in the market and it remains technically superior to the existing 1 inch VHS format. However, Sony was humbled in its own policy not to make the Betamax under other labels. It was also hampered by its inability to secure an international stand-

ards agreement before it tried to sell it. Despite these traumas, however, no heads rolled at Sony. Instead of looking for people to blame, Sony executives decided to scour the company for expertise in areas it could profit from. It also decided to scrap its no-OEM, no components policy. Today, for example, its experience in the computer field has been translated into a buoyant floppy disk drive business, which is now pioneering new standards for the personal computer storage market.

At the Ascot plant east of Tokyo, disk drive units with the Apple and Hewlett Packard label among others are now being manufactured for export. Other growth areas are custom-designed semiconductor chips and optical devices for compact disc players. Next year, Sony expects components to account for about 10 per cent of its overall business, compared with just 1 per cent in 1984.

The travel through in-house technology also produced other triumphs. For example, Sony is particularly proud of a field it calls picture communications, a marriage of its video, audio and telecommunication know-how. These products are being marketed to multinationals for intra-company communications, among other applications. Other areas of development include sophisticated factory automation equipment. Top executives are not shy about admitting that Sony's goal of a 50-50 split between con-

sumer and non-consumer products by 1990 is probably not attainable. But this remains their objective, despite the rise of the yen.

"Fundamentally, we have confidence that once we overcome the problems of the yen's appreciation, we will be a very profitable operation."

"At the time we introduced the Walkman, no one believed that a tape recorder without the recording function could work. Everyone said it made no sense," says Morita with a smile. Portable music is one thing, but surely portable movies would only reduce the size and quality of the picture?

"You may be right about the picture," says Morita. But he points out that Video 8 also offers high-quality sound, comparable to that of a compact disc. "Thanks to this sound quality, people's imagination will be stimulated," he says. Portable music is one thing, but surely portable movies would only reduce the size and quality of the picture?

Sony has a whole range of Video 8 products ready to roll out, such as the VCR, a portable VCR deck, some kind of video Walkman, and various combination products, such as building a unit for the back-seat of a car.

The forerunner of all these products is the Video 8 Camcorder, a home video camera, which has been on the market for more than a year with good success. It has been strongly challenged, however, by the VHS camcorders, which have the advantage of play-back on the most common VCR, the 1 inch format, which 100m consumers already have.

Sony seems to be equal to the challenge. Since the spring it has introduced three new models of its camcorder and next month it launches its first miniature 8mm video deck in Japan. "8mm video has the potential of making video equipment a personal item," says Masaki Morita.

Defeating 'skilled incompetence'

BY MICHAEL SKAPINKER

THE CHIEF executive of a fast-growing medium-sized company realised that a new strategy was needed. So did his managers. The company had been growing at an annual rate of about 45 per cent, but it was the chief executive feared, now heading for trouble. It was deeply split between sales people marketing off-the-shelf products and those providing customised services. Both groups needed to decide on a coherent identity for the company.

Several long meetings were held at which everyone was cooperative and positive about the changes that were needed. But they could not come to any agreement. At first they thought it was because they lacked sufficient financial data. They asked the financial vice-president to reorganise the data they had, but neither did that help.

The group of managers suffers from a widespread malady called "skilled incompetence," says Chris Argyris, Professor of Education and Organisational Behaviour at the Harvard University Graduate School of Education. The managers are skilled at putting their points of view in a manner designed to avoid giving offence or rocking the boat, he explains in an article in a recent issue of the Harvard Business Review.

Their problem is that because they do not want to appear disruptive they never really say what they mean. In consequence, their company never resolves its underlying problem. A typical example of this inability to confront the truth can be seen in the age-old tug between autonomy and control: superiors want no surprises, subordinates want to be left alone. The subordinates push for autonomy; they assert that by leaving them alone, top management will show its trust from a distance. The superiors, on the other hand, try to keep control through information systems. The subordinates see the control devices as confirming their suspicions—their superiors don't trust them.

The communication gap continues, Argyris says, until a major error occurs. "The recent space shuttle disaster is an example," he says. "Only after the accident occurred were the mixed messages and defensive routines used during the decision to launch exposed." The usual response to disaster

is to examine where and why communication broke down. Senior management attempts to remove organisational barriers to frankness and honesty but that does not work either. Nobody wants to seem disloyal to the company, Argyris argues, and new ways are found to cover up.

"The freedom to question and confront is crucial," he says, "but it is inadequate. To overcome skilled incompetence, people have to learn new skills." To do this, the management group from the fast-growing, medium-sized company arranged a two-day session away from the office. Before they went, each of them attempted to describe the problem in writing.

They then divided their page into two columns. On the right-hand side they wrote what they would say and what the response of their colleagues would be. On the left-hand side they wrote what they really thought.

The results were revealing. In one manager's right-hand column the conversation predicted goes: "Hi Bill, I appreciate having the opportunity to talk with you about this custom service versus product problem. I'm sure that both of us want to solve it in the best interests of the company." "Hi Bill, I appreciate having the opportunity to talk about it, as you well know."

What the first manager really thinks and what he writes in his left-hand column is: "Bill's not going to like this topic, but we have to discuss it. I doubt that he will take a company perspective, but I should be positive." Other left-hand column comments were "Don't hand me that line. You know what I'm talking about" and "I'm really trying hard, but I'm beginning to feel this is hopeless."

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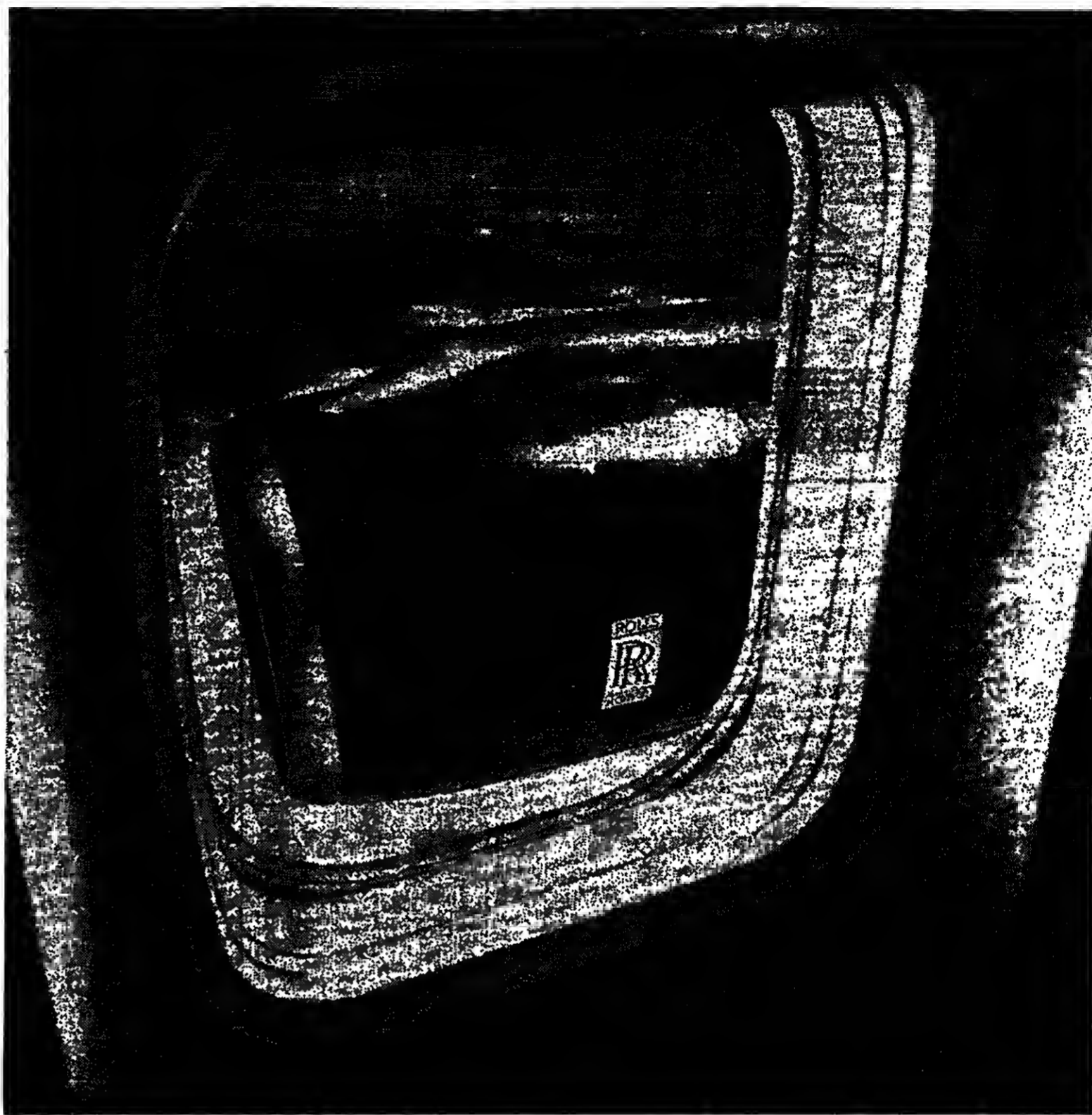
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The vertical take-off Harrier uses the Pegasus, the only engine of its type in service.

Our civil aero-engines provide the power for aircraft operated by over 270 airlines worldwide.

These include Concorde, with its Anglo-French Olympus engines, and Boeing's 747 Jumbo Jet and the new 757 which shuttles back and forth day in day out between London and Edinburgh and Glasgow.



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Nearly a tenth of our sales consist of gas turbine products for electricity generating stations, ships and pumping stations such as those on Siberian and trans-Alaskan pipelines.

Last year our products generated record total sales of £1.6 billion which yielded pre-tax profits of £81 million.

So next time you fasten your seat belt and glance out of the window and see our name you'll know why you feel so reassured.

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FINANCIAL TIMES

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Wednesday October 29 1986

Rough water in the Channel

EUROTUNNEL'S attempts to complete a £206m international share placing to raise the first tranche of equity for the Channel tunnel project are due to come to a nail biting conclusion today. Although the French and Japanese investors have apparently been quite willing to back the scheme, there has been marked reluctance in the US and the UK, even though the sums involved are quite small by the standards of the new issue market.

There are three possible explanations, none of them exclusive. The first could lie with the City, which might be too preoccupied with the short term to finance schemes with a pay-back spread over many years. Eurotunnel itself may be to blame, for pricing the issue too high or marketing it poorly. Or it may simply be that this is not the kind of project which the private sector can reasonably be expected to support.

It is certainly a crucial investment proposition. Its scale is vast—an estimated cost of £4.7bn—and the pay-back is spread over the 35+ year life of the concession. In this respect, the cash flow profile is quite unlike that of an offshore oil field, where heavy investment is followed by big cash inflows which taper off sharply after a few years. The financing effort has had to be put together in an unfamiliar fashion, with equity investors being approached only after governments and the banks have been lined up.

Steady flow

The risk profile is unusual, too. The shares will not be listed until next summer, but will pay no dividend before 1994. And the main risks—to do with politics, financing arrangements, the construction programme and the likely volume of traffic—are heavily concentrated in the early life of the scheme. They will become increasingly easy to quantify with each year that passes.

Until it starts to operate, the project will offer investors the scope for high capital gains in return for high capital risks. Thereafter, the investment will be quite different. The company will become more like an index-linked utility, with a steady flow of income.

These two different time horizons have complicated the job of selling the issue. The risks appear high for those

investors who are mainly interested in a secure stream of dividend payments, while the Channel tunnel project is due to come to a nail biting conclusion today. Although the French and Japanese investors have apparently been quite willing to back the scheme, there has been marked reluctance in the US and the UK, even though the sums involved are quite small by the standards of the new issue market.

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Blaming it on the French

"I GAVE my Community colleagues a full briefing on the Hindawi case and presented them with the conclusive evidence of Syrian official involvement. They were both impressed and disturbed."

But, as Sir Geoffrey Howe, the British Foreign Secretary, went on in his statement to the House of Commons yesterday, the European partners were neither sufficiently impressed nor disturbed to take the scrupulous joint action against Syria that Britain was seeking. There was then a minor eruption of anti-European, and specifically anti-French, feeling among Conservative backbenchers. Mr Nicholas Soames, whose father used to be the British ambassador in Paris, said that the French refusal to go along was "absolutely craven."

Some perspective is called for. Nezar Hindawi was sentenced for his role in trying to place a bomb on an El Al aircraft at Heathrow airport only last Friday. The British Government promptly and correctly responded by breaking diplomatic relations with Syria because of the evidence of direct official involvement in the affair. Yet to jump from there to say that all fellow members of the European Community should follow suit, or even just withdraw their ambassadors from Damascus, within a few days implies a degree of European unity that any objective observer knows does not exist and may not even be desirable in this case.

Another engagement

In the first place, it ought to have been pretty obvious that the scale of the action sought was unlikely to be achieved on that timetable. A glance at the diary might also have shown that the French and West German foreign ministers had a longstanding other engagement: namely, a Franco-German summit meeting. If the British Government understood the nature of the Franco-German relationship, it might have made less of a hash of its relations with the Community over the years.

The more serious point, however, is whether joint Community action to the extent of recalling ambassadors, if not severing relations, really was desirable. Syria is not Libya. The latter country may be said

to be a major accomplice in international terrorism, but it does not play a pivotal role in the Middle East. Attempts can be made to isolate it.

Syria is quite different. It has an interest in terrorism, as the Hindawi case has demonstrated. But that is not all that Syria does. It plays a part, not always unconstructive, in the Lebanon. From time to time, as the Americans know, it has been a helpful in securing the release of hostages. Above all, it is very unlikely that there can be any kind of Middle East settlement without Syria being involved. That hardly amounts to an argument for all of the members of the European Community to break relations with Damascus en bloc and overnight.

New doctrine

Moreover, the European countries have their own bilateral relations with the Middle East states. The French at present have difficulties about hostages in the Lebanon which have been reflected in the bombings in the streets of Paris. It would be very unreasonable to expect them to exacerbate that situation by a peremptory break with Syria.

The idea that all the Europeans ought to act together in the same way at the same time is also a new doctrine. When there have been differences among the Europeans or between the Europeans and the Americans before, there has often been virtue in a multi-pronged approach. If relations between Moscow and Bonn were cool, for instance, it did not mean that there had to be a similar automatic coldness in relations between Moscow and Paris or Moscow and London. Doors were kept open in a process known as diplomacy. It could be the same in the Middle East.

Meanwhile, it seems to have been overlooked that considerable progress is being made among the Europeans on dealing with terrorism. At a meeting last week, officials agreed on measures to co-ordinate visa policies, frontier controls and the elimination of the abuse of passports. At the meeting in Luxembourg on Monday there was agreement, backed by the French, on the possibility of limiting arms sales to Syria and other measures besides. That is far from negligible.

THE FUJITSU-FAIRCHILD DEAL

Long shadows in Silicon Valley

By Louise Kehoe in San Francisco

THE PROPOSED merger of Fairchild Semiconductor, the "grandfather" of Silicon Valley's chipmaking industry, with the US semiconductor operations of the Japanese electronics giant, Fujitsu, signals a radical restructuring of the US semiconductor industry.

Many see the transaction as the first step in a major consolidation of the chipmaking business that will have repercussions throughout the entire electronics industry. The cornerstone of America's high technology future, it seems, about to be drastically reshaped.

For this beleaguered US chipmaker, the proposed sale of 80 per cent of Fairchild to Fujitsu is a cruel reminder of how far they have fallen.

Bleeding as well by the worst recession in industry history, the chipmakers of Silicon Valley face an uncertain future.

Several developments have set the stage for this drama—

- International competition, primarily from Japan, has significantly reduced the US share of the world semiconductor market. Japanese companies have also caught up with the US in technology.
- A two-year recession has brought US merchant chipmakers to their knees. US industry losses have totalled over \$1bn and more than 60,000 of the industry's 280,000 jobs have been lost.
- The historic rate of worldwide growth in demand for production capacity. In the US, close to 50 per cent of production facilities stand idle. These unused factories, which can be obsolete within five years, represent a major drain on capital resources.
- The capital costs of semiconductor manufacturing are very high and rising. The cost of a state-of-the-art chip production facility is over \$100m today. In 10 years, it is predicted, companies will be able to afford to be \$650m.
- A major technology trend that is affecting the structure of the industry is the drive to denser, smaller chips. As the chip gets more

sophisticated it gradually incorporates more and more of the electronics needed to build a computer, or some other piece of electronic equipment.

The technology is fast approaching the point where "this system is the chip." As it does so, the chip designer becomes, in effect, the system designer. Companies that have both semiconductor and electronic systems operations thus gain a clear advantage.

The net result of all these changes is expected by industry analysts to be a consolidation of the US semiconductor industry, with the independent merchant chip suppliers, such as Intel, National Semiconductor, and Advanced Micro Devices, bearing the brunt of the crisis.

According to this view, the future belongs to the vertically integrated electronics manufacturers, capable of funding capital-intensive operations and offering a broad range of chip products to a market they understand through close contact with the same in-house customers whose orders also supply a cushion when times are hard.

It does not go unnoticed in California that this model for success closely resembles today's Japanese semiconductor industry leaders—Fujitsu, Nippon Electric, and Mitsubishi, for example.

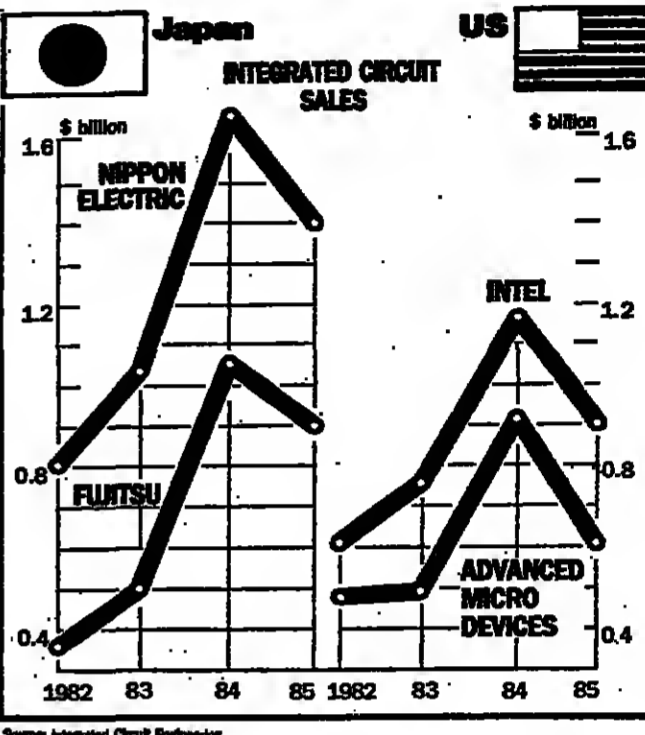
The US industry, in contrast, falls into two distinct categories: the independent merchants, such as Intel and Advanced Micro Devices; large "captive" producers such as IBM, which make chips only for internal consumption; vertically inte-

AN INDUSTRY UNDER PRESSURE

TOP INTEGRATED CIRCUIT MAKERS

WORLD WIDE 1986 SALES

Company	Integrated Circuit Production
IBM	\$3.2bn
NEC	\$2.2bn
Hitachi	\$1.9bn
Texas Instruments	\$1.9bn
Fujitsu	\$1.5bn
Motorola	\$1.4bn
Toshiba	\$1.3bn
Philips	\$1.0bn
Intel	\$1.0bn
National Semiconductor	\$0.9bn
Advanced Micro Devices	\$0.7bn
Matsushita	\$0.6bn
Mitsubishi	\$0.5bn
Fairchild	\$0.5bn



THE PRESSURES THAT LED TO A SWITCH IN SEMICONDUCTOR STRATEGY

IN JAPAN, the Fujitsu move is seen as remarkable, not least for the speed at which it has been agreed. Large-scale acquisitions, even among Japanese companies, are still extremely rare. They do take place, they are generally the results of months or years of negotiations between companies which already have commercial or financial links. Fujitsu and Fairchild have almost no commercial ties. Schlumberger's office in Tokyo, it is understood, has been part of the negotiations, but the fact that an agreement was reached so swiftly underlines the extraordinary changes now going on in Japanese industry.

It may be all the trade friction and the increased value of the yen, but businessmen here are starting to change the rules and it's difficult to know where it will end," says a senior foreign banker in Tokyo.

Indeed, Fujitsu's move comes only a month after the announcement of the merger of the US and Bull of France to form a co-operative venture in computers. Although the final form of the venture has yet to be decided, NEC is expected to take a controlling stake in the new company.

The increasing power of the yen plus declining export profit margins is turning buying, as opposed to building, into a more attractive proposition in overseas markets. The construction of a factory on a greenfield site, long the preferred Japanese way of expanding overseas, now has some major

disadvantages. It takes longer, it creates more capacity, often in industries where there is already too much, and it usually costs more.

Foreigners sometimes forget how pragmatic the Japanese can be. Traditions and taboos can be shed fairly easily if it makes good business sense," says a Japanese semiconductor industry executive.

Foreigners can also forget how competitive Japan's domestic markets can be. The price of a full-blown recovery in domestic demand for chips earlier this year have just about petered out, resulting in some extremely sharp price reductions. Prices for basic memory 256K Drams, for example, have fallen by 10 per cent since beginning of the year and are predicted to fall another 10 per cent by next June. Japanese companies still use price as a marketing tool, aiming for high market share and high volumes to cover the costs of ruinous pricing at the outset. A prime example is the new super-powerful 1 megabit Dram, which cost about \$2,690 in August. By the end of the year, it is expected within the industry to drop to about \$3,700 and next summer to just \$1,800.

Fujitsu, Japan's fourth largest chip maker in terms of sales, after NEC, Hitachi and Toshiba, was particularly hard hit by this competition. This was due to its heavy dependence on commodity memory chips; what the Japanese call the "rice of industry" chips. A notoriously secretive company, Fujitsu rarely gives away any figures on chip sales.

According to stockbrokers Vickers de Costa in Tokyo, however, Fujitsu's chip sales slid by 23 per cent in the year to March, with exports down by 82 per cent and capital spending down by more than 50 per cent. Pre-tax profits slid to \$47m from \$154m the previous year, on sales of about \$1,700m.

Industry leaders NEC and Toshiba already have major production plants in the US, but industry executives were already speculating last week that other chip makers, such as Hitachi, Mitsubishi Electric, Oki or cash-rich Matsushita Electric might follow in Fujitsu's steps with an overseas purchase. Sceptics, however, point to some unusual circumstances in Fujitsu's case.

Fujitsu, Japan's largest computer maker, has been locked in battle with computer giant IBM for years and not just over computer sales. The companies have been battling over alleged copyright infringement since 1982. Although the outcome of the various suits have never been made public, most Japanese industry executives say that Fujitsu is likely to end up paying IBM between \$100m and \$1bn for the latest alleged violation—in addition to the annual royalty fees it is already paying.

Further, Fujitsu was heavily hammered in the recent US-Japan semiconductor trade pact. Under the terms of the deal, aimed at preventing dumping, each major chip maker was assigned a fair market value for each of its major exports based on production and shipment costs, plus a profit margin of around 8 per cent. For undisclosed reasons, the Department of Commerce chose to put Fujitsu and Hitachi at the highest price band, while NEC's price hardly amounted to an increase. Brokers in Tokyo swiftly marked NEC a buy and Fujitsu a hold/sell, with one report headlining: "The Fair Market Price System Gives NEC a Significant Advantage."

Not surprisingly, Fujitsu's exports in late summer and early autumn dropped away almost to zero. While it is unclear whether the existence of the chip pact pushed Fujitsu into the Fairchild deal, it is clear that it was an important contributing factor.

Nonetheless, the chip pact appears to be causing more than the expected amount of change in the Japanese industry. In order to help promote the spirit of the agreement, Japan's Ministry for International Trade and Industry (MITI) is leaning on chip makers to cut their capacity. Guidelines issued last month call for a 48 per cent cutback in domestic capacity for 64K Dram chips by the end of September and a further 26 per cent in the last quarter. Smaller but significant cuts were sought in 256K Dram output. "This is not part of the agreement but part of our effort," says a MITI official.

Because of Fujitsu's high ratio of commodity memory chips, these cutbacks have hit home.

Carla Rapoport in Tokyo

Peking tops the profits

An unexpected name has emerged at the top of the league of the world's most profitable banks compiled each year by IBCA, the bank credit rating agency.

The Peking-based Bank of China.

The IBCA is a little sceptical, and must risk accusations of anti-proletarianism by questioning the banks' accounting principles.

In a strikingly sparing annual report the Bank of China says nothing about how it has treated its investments in shaky Hong Kong banks and shipping groups—or even whether they are included in the balance sheet.

But the communist world clearly knows a thing or two about running banks. IBCA's annual survey of foreign banks operating in London has consistently shown the Hungarian International Bank to be near the top of the profitability league.

The new Europe

IF 15-year-olds start quoting the latest EEC demographic, GNP, and export trends, you can hold the European Commission responsible.

As part of a campaign to make better Europeans, which was initially inspired by the European Parliament, the Commission has just published a new map of the community. Designed for secondary schools it clearly shows the boundaries of the 12 member states, and spells out some key economic facts.

On close inspection, however, the community's youth will get a strong impression that the Channel Islands and the Isle of Man have nothing to do with the EEC.

The position of the islands, I must remind the community experts, is set out in Articles 25 and 27 of the Treaty of Rome, and by Protocol 3 to the Treaty of Accession.

Broadly, the islands are part of the community for customs purposes, and for certain

Men and Matters



Royal College of Defence Studies in the UK, he returned to Hong Kong to the surprisingly lowly position of director of housing. He was promoted last year to become secretary of the civil service. At the age of 51, he is expected to serve as chief secretary for much longer than Akers-Jones who retires next June after only two and a half years in office.

Check out

South Africans who are worried about security on domestic flights are not altogether reassured by the airlines' solution to the lack of X-ray equipment at many of their country's small airports.

Baggage of air passengers to Johannesburg from towns as far afield as Nelspruit, Hotazel and Palabora cannot be checked with X-ray equipment before flights. As a result, passengers arriving at Johannesburg's Jan Smuts airport are directed

Speaks volumes

The moment of truth came at the end of the Franco-German summit in Frankfurt dedicated to improving cultural links between the two countries.

As President Mitterrand and Chancellor Helmut Kohl spent out the need for action to improve the teaching of French and German languages in each other's countries, all seven of the French ministers present, and four of the six-strong German team had to don the headphones for a simultaneous translation of what the other side was saying.

Mitterrand was asked by one journalist at the press conference when he was going to start German lessons. Mitterrand replied that he had received his first lesson in German as a prisoner during the war—and brushing-up exercises would have to be left to the future.

Hop it

Sir Walter Bodmer, research director of the Imperial Cancer Research Fund, in a recent Royal Society address on the public understanding of science, related how, as an Oxford professor, he and his family had once been stopped when returning from holiday by "a young and officious-looking customs officer."

The customs man glanced at Bodmer's passport, noted that he was a professor, asked where he was told Oxford. He asked for his subject, and was told genetics.

After a moment's thought, the customs man said: "I'm, I'd better let you go then, but I'd better let you turn me into a frog."

Observer



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Wednesday October 29 1986

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Output boost for Terex UK after link with US

BY NICK GARNETT IN LONDON

TEREX EQUIPMENT, the Scottish construction equipment manufacturer, is to re-merge with its US namesake, Terex of Hudson, Ohio, under a deal announced yesterday which is expected to result in all the US production being transferred to Scotland.

Both businesses were originally owned by General Motors, which sold them six years ago to IBE, then a fast growing West German construction machinery and engineering company, when it decided to quit the construction equipment market.

Northwest along with the Scottish operations. Northwest would not say yesterday how much it was paying, or how much work would be transferred to Scotland. But it is understood that the US arm, the smaller of the two, making a similar range of products to Scotland, will become primarily a sales, service and warehousing operation.

Winterthur forecasts improved profits

By William DuBois in Geneva

WINTERTHUR, the Swiss insurance group, should achieve higher consolidated net earnings in 1986 than the Sfr 1.01.5bn (\$98m) recorded last year despite a stagnation in gross premium income expressed in Swiss francs, Mr Peter Spalti, the managing director, said yesterday.

US BIOTECHNOLOGY GROUP MOVES TO BUY BACK RESEARCH UNITS Genentech in \$440m share offer

BY RODERICK ORAM IN NEW YORK

GENENTECH, the bio-technology company, is offering shares worth \$440m to buy out ahead of schedule investors in two of its research and development partnerships. In this way it hopes to maximise the commercial benefit to the company of the drugs developed through the programmes.

The San Francisco-based company raised \$80m through the partnership in 1982 and 1983 as a way of funding research and development until its own cash flow picked up from commercialisation of biotechnology products.

Genentech is offering 3,000 of its shares for every \$50,000 partnership unit of GCP II. At the current share price of about \$80, the terms represent a 63 per cent and 67 per cent annualised return on investment respectively, almost double the return estimated when the partnerships were formed.

Under the original terms, the first partnership would have been bought out in 1988 and the second two years after Activase won approval. But the company was proposing the early buyout to get the most favourable tax and accounting treatment on the transaction and to derive the maximum commercial benefit by, for example, eliminating royalty payments to the partnerships.

Property sales lift Skanska

By Kevin Done in Stockholm

SKANSKA, the Swedish construction property and investment company, expects profits before tax and allocations to exceed Sfr 800m (\$129m) this year despite losses from its construction operations.

Cummins losses up sharply in quarter

BY DAVID OWEN IN NEW YORK

CUMMINS ENGINE, the Indiana-based diesel engine manufacturer, reported a third-quarter net loss of \$11.9m, or \$11.61 per share, compared with a corresponding loss a year earlier of \$8.5m, or 90 cents per share.

1985. Sales rose marginally to \$1.7bn from \$1.6bn a year earlier. The company says it expects fourth-quarter operations to improve on third-quarter levels on the back of higher sales. An operating loss had been widely anticipated in the third quarter due to a seasonal drop in sales, market softness and a continued shift in sales to the company's newer engine models which have yet to achieve target profit margins.

Asarco makes strong return to the black

By Our Financial Staff

ASARCO, the leading US non-ferrous-metal producer, made a strong recovery to profit in the third quarter after 10 consecutive quarters in loss.

Chrysler's Italian contract completed

BY TERRY DODSWORTH IN NEW YORK

CHRYSLER, the smallest of the big three US car companies, will launch its new Italian-built \$30,000 luxury sports car next year and is planning to sell at least 10,000 vehicles per annum under a contract completed this week.

Petro-Canada refinery finds buyer

By Robert Gibbons in Montreal

PETRO-CANADA'S 100,000 barrels a day refinery at Come-By-Chance, Newfoundland, has at last found a buyer after lying mothballed for a decade.

Banks to advise on AGF sale

By Paul Betts in Paris

THE FRENCH finance and economy ministry yesterday selected Banque Indosuez and Crédit Suisse First Boston to advise it on the privatisation of Assurances Générales de France (AGF).

Sanofi suffers 17% fall in six-month income

BY PAUL BETTS IN PARIS

SANOFI, the French health care and beauty products company controlled by the Elf-Aquitaine oil group, has reported a 17 per cent fall in first half consolidated net earnings to FF 191m (\$29m) from FF 231m for the first six months of last year.

Malta insurer to boost capital by share offer

By Godfrey Grima in Valletta

MALTA'S Middle Sea Insurance company is floating a 2.5m share tranche in an effort to double its capital to M£5m (\$12.4m) by mid-November.

3M sets up European joint venture

By William Dawkins in Brussels

3M, the US-based multinational, has teamed up with Harris of Florida to market photocopiers and facsimile equipment throughout Europe.

Malta insurer to boost capital by share offer

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Fiat buys car heating group

By John Wyles in Rome

THE FIAT group yesterday added another string to its bow of 70 car components companies with the acquisition of a small heating and air conditioning manufacturer.

SGB plans stake in Spanish firm

By Tom Burns in Madrid

SOCIÉTÉ Générale de Belgique plans to acquire a 25 per cent stake in a Spanish portfolio management and stockholding firm called Mercapital.

French disk venture collapses

BY PAUL BETTS IN PARIS

THE GROWING French venture capital sector has been shaken by the collapse of one of the largest venture capital operations ever to have been launched in France.

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UBS Capital Markets Group Investment banking on a worldwide scale Zurich, London, New York, Tokyo, Singapore, Frankfurt, Toronto. Union Bank of Switzerland logo

INTERNATIONAL COMPANY NEWS

North American quarterly results

Company	1986	1985	1986	1985	1986	1985	1986	1985	
AMP Electrical equipment	Third quarter	1986	1985	Revenue	291.4m	282m	Net profit	42.1m	21.5m
CELANESE CORPORATION Non-woven fibres, chemicals	Third quarter	1986	1985	Revenue	692m	702m	Net profit	62m	47m
EMERALD Styrene rubber	Third quarter	1986	1985	Revenue	252.2m	232.4m	Net profit	12.2m	9.5m
FREIGHT-SHIPPING Freighters, oil and gas	Third quarter	1986	1985	Revenue	132.7m	181.2m	Net profit	15.0m	22.7m
BAKTER TRAVELER LABORATORIES Hospital supplies	Third quarter	1986	1985	Revenue	1,400	777m	Net profit	48m	47m
CHRYSLER Telephone services, electricity	Third quarter	1986	1985	Revenue	247.2m	228.2m	Net profit	27.0m	23.2m
FORD MOTOR OF CANADA 50% owned by Ford Motor	Third quarter	1986	1985	Revenue	2,700	2,600	Net profit	11.00	3.25
GENIE Telephone services, electricity	Third quarter	1986	1985	Revenue	1,670m	1,570m	Net profit	194m	147m
FUJICA INDUSTRIES Garden equipment	Third quarter	1986	1985	Revenue	10.7m	9.07m	Net profit	2.2m	1.94m
GENIE PRODUCTS Baby foods, feedings	Second quarter	1986-7	1985-6	Revenue	574.4m	522.2m	Net profit	73.2m	22.5m
FINCO CORPORATION Defences, allied equipment, chemicals	Third quarter	1986	1985	Revenue	988.2m	775.0m	Net profit	6.30	6.40
GENERAL ELECTRIC Electric utility	Third quarter	1986	1985	Revenue	946.4m	791.2m	Net profit	121.7m	127.2m
GENERAL ELECTRIC Electric utility	Third quarter	1986	1985	Revenue	946.4m	791.2m	Net profit	121.7m	127.2m

Continued on Page 45

This announcement appears as a matter of record only.

NEW ISSUE

23rd October, 1986



Marubeni International Finance p.l.c.

(Incorporated in England under the Companies Acts 1948 to 1981 on 13th March, 1984)

U.S.\$30,000,000

7 3/4 per cent. Guaranteed Notes 1991

unconditionally and irrevocably guaranteed by

The Fuji Bank, Limited
(Incorporated with limited liability in Japan)

Issue Price 101 3/8 per cent.

Yamaichi International (Europe) Limited **Fuji International Finance Limited**

Bank of Tokyo International Limited

Citicorp Investment Bank Limited **Kleinwort Benson Limited**
Morgan Stanley International **New Japan Securities Europe Limited**

US\$20,000,000

Floating Rate US Dollar Negotiable
Certificates of Deposit
Due 15th October, 1987
Callable at the issuer's option
on the 15th October, 1988

Mitsubishi Trust & Banking Corporation
London



In accordance with the terms set out in the Certificates Mitsubishi Trust and Banking Corporation have selected to exercise their call option. The certificates will therefore mature on 15th October, 1986 and payment will be effected on the principal amount plus interest at Mitsubishi Trust & Banking Corporation, 33 Lombard Street, London EC3V 9AJ.

Mitsubishi Trust Finance (Asia) Limited --- Hong Kong (formerly known as Australia-Japan International Finance Limited --- Hong Kong).
Manager and Agent

CITICORP BANKING CORPORATION

(Incorporated with limited liability in the State of Delaware)
U.S.\$20,000,000 Floating Rate Notes due July 29, 1991
Notice is hereby given that the Rate of Interest for the period October 29, 1986 to January 29, 1987 has been fixed at 6.1375% and that the interest payable on the relevant Interest Payment Date, January 29, 1987 against Coupon No. 2 in respect of US\$10,000 nominal of the Notes will be US\$156.85.
October 29, 1986, London
By: Citibank, N.A. (CSSI Dept.), Agent Bank **CITIBANK**

NORWAY'S COMMERCIAL BANK

Union Bank of Norway is one of the four leading Norwegian banks. We provide a complete range of banking and financial services to domestic and foreign clients in service, hi-tech and heavy industries. These include loan and overdraft facilities, money transfers, foreign exchange, securities trading and custodial services both for companies and for individuals. Our treasury capability includes fully automated cash-management and on-line information systems linking direct to the customer's own computer.

Please contact Terje D. Skullerud in Norway. Tel: (472) 31 90 50. Telex: 19470 UBN BK. Union Bank of Norway is known domestically as ABC bank.

Also in Copenhagen, Helsinki, London, Luxembourg, New York and Stockholm.

A/B/C
Union Bank of Norway



Kingdom of Norway

Yen 60,000,000,000
5 3/8 per cent. Notes Due 1991

Issue Price 101 1/4 per cent.

- | | |
|--|--|
| Nomura International Limited | Mitsui Trust International Limited |
| Algemene Bank Nederland N.V. | Bank of Tokyo International Limited |
| Banque Bruxelles Lambert S.A. | Banque Paribas Capital Markets Limited |
| Citicorp Investment Bank Limited | Crédit Lyonnais |
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| Mitsubishi Trust International Limited | Morgan Stanley International |
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Union Bank of Norway |

28th October, 1986

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

Being Dutch is not enough

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Now. A U.K. HOUSE WHO OFFERS THE SECURITY OF \$2.5 BILLION IN CAPITAL AND THE ATTENTION OF 1250 EMPLOYEES.

With \$2.5 billion in capital, we are the second largest investment bank on Wall Street. We are also one of the most profitable.

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We are investing nearly £16 million in computer technology. We are developing one of the world's most sophisticated trading systems in partnership with the London Stock Exchange and IBM.

As the only U.S. broker to buy a U.K. broker, L. Messel & Co., for Big Bang, we will offer our combined clients these professional services.

In Gilts, Messel Gilts Limited, our primary dealer, offers continuity. They will build on the same sales and research teams as pre-Big Bang. They further offer consistency in prices from a team of traders who draw on Shearson Lehman's Government trading experience. They will be working with the confidence of a back office that will be equipped with systems technology to handle major increases in volume while preserving our full range of agency services.

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trading operation in the world.

Our U.K. research includes regular publications on macroeconomics and portfolio strategy. Our 38 analysts cover 85% by capitalisation of the U.K. equity market.

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In the U.K. money markets, our activity in sterling FRN, CD and Commercial Paper markets is highlighted by the Allied-Lyons recent sterling commercial paper programmes, the benchmark issue in that market. We have also been appointed dedicated dealer of over £2 billion

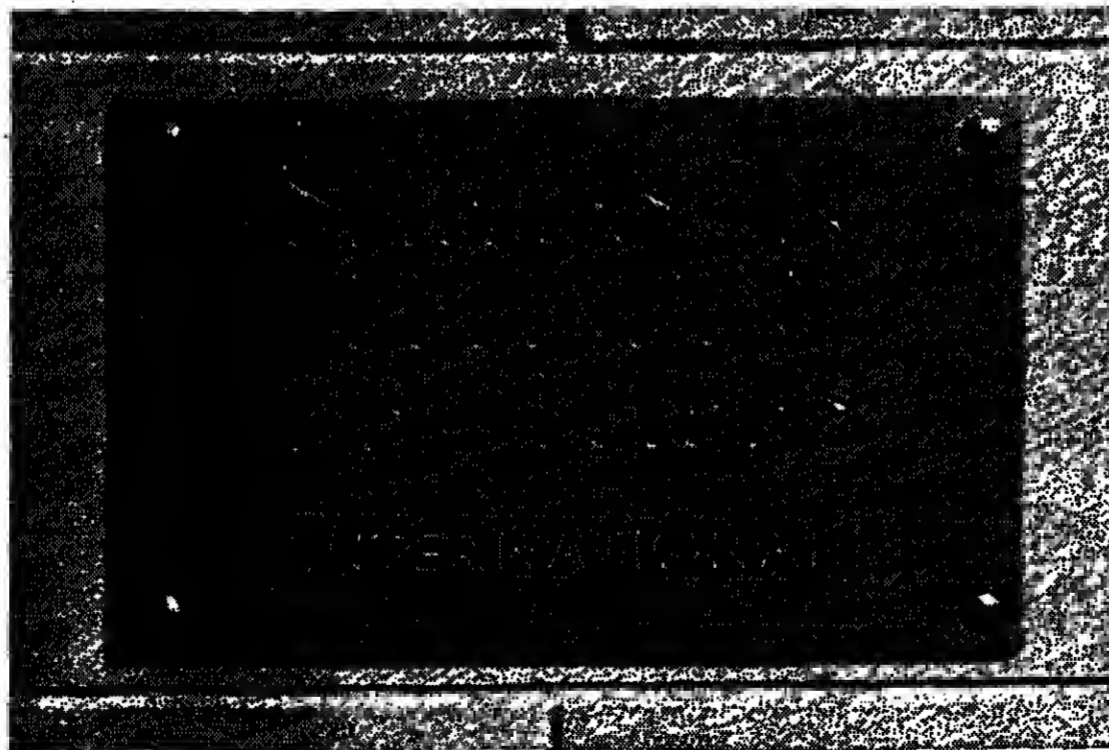
CD programmes.

In commodities and futures, Shearson Lehman's long-established position in world commodity markets has been strengthened by our leading presence on the London Metals Exchange, LIFFE and Gold Bullion market.

No commitment to the U.K. would be complete without offering our clients a full service in corporate finance. We have attracted some of the City's brightest merchant bankers.

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Messel Gilts Limited: Philip Howard (626 2525) L. Messel & Co. (U.K. Equities): Mark Cannon-Brookes (377 0123)
U.K. Money Markets: Stuart Clenaghan (626 2525)
Commodities: Craig Black (283 8711) U.K. Corporate Finance: William B. Harrison (626 2525)

UK COMPANY NEWS

M and S interim profits up 13%

BY PHILIP COGGAN

Marks and Spencer, Britain's biggest retailer, reported interim pre-tax profits of £185.5m, up 13 per cent from £164.2m, based upon good performance from the home and clothing divisions. Thanks to a fall in the tax rate, earnings per share were 21.8 pence higher at 3.3p.

This is the first year of the company's £1.5bn expansion programme and UK sales floor has increased by 4 per cent (150,000 square feet) so far this year. Forty per cent of UK footage is now in the new modernised format.

In the UK stores, the fastest sales growth was shown by the homeware division up 30.2 per cent at £175.4m (£165.5m). Clothing recorded a 13.9 per cent increase to £246.4m (£213.3m) despite the effect of

the poor summer weather on sales of seasonal lines. Food sales were 10.8 per cent higher at £704.1m (£635.4m). No Easter trading is included.

Sales in Europe, after restating the figures using average exchange rates, were 27.3 per cent higher at £51.7m (£40.6m). The main problem area was Canada, where despite an increase in turnover (on local currency terms) of 11 per cent, there was a pre-tax loss of £35.5m (£1.7m) compared with a profit of £1.4m (£0.7m) in the same period last year.

During the first half, Marks and Spencer bought out the minority interests in Canada, the holding company recouping part of the cost by charging a £385m loan against Canada, of which £81.5m interest was paid during the half.

Total M and S sales were up 12.3 per cent at £1.98bn (£1.87bn) after adding in direct exports of £22.6m (£22.1m). Financial activities showed a profit of £700,000 after a loss of £2.2m at last year's interim but that includes profit of £2.6m from the sale of a leasing subsidiary, St Michael Financial Services, made a loss of £4m (£4.8m) and is not expected to break even until the second quarter of 1988. There are now over 1.3m cardholders and the card accounts for 11 per cent of UK turnover.

Group trading profits were 13.6 per cent higher at £154.7m (£136.2m) after allowing for a substantially increased depreciation charge (£35.3m against £26.7m). Net interest receivable was halved at £2.6m (£5.2m),

reflecting the expansion programme and the cost of buying out the Canadian minority. A development programme continues (a further 300,000 square feet is due to be opened this half), Marks and Spencer likely to become a net interest payer but a triple A-rated company, it borrowing power is considerable.

The reduction in UK corporation tax from 40 per cent to 35 per cent left the tax charge little changed at £53.2m (£53m) and employee profit sharing was up to £4m from £3.8m. After tax earnings were 21 per cent higher at £102.8m (£84.6m) and the interim dividend is being increased by 12 per cent to 1.4p (1.25p).

The shares closed down 5p at 195p. See Lex

National Home Loans profits hit forecast

By Richard Tomkins

National Home Loans Corporation, the mortgage investment company which was floated on the stock market in September 1985, ended its first year with pre-tax profits of £2.8m and announced plans to raise its borrowing powers to permit further growth.

The figures were at the upper end of the recent range of forecasts and the shares closed unchanged at 82p—still well below the fully-paid flotation price of 100p.

National Home Loans began its year with a strategy of buying portfolios of existing mortgages from local authorities, but these tended to be of low average value and led to difficulties in meeting its targeted mortgage asset value. By the end of the first half its mortgage book fell to £21m and the shares fell sharply.

Yesterday's figures showed that in the second half there was a strong upsurge in business as National Home Loans switched its attention to the endowment mortgage business being written by life assurance companies, and it increased its mortgage book by some £200 million.

The total value of mortgages acquired from local authorities was £33m while business acquired from life assurance companies totalled £236m. Mortgages to individuals accounted for less than 2.5 per cent of the portfolio in keeping with the company's policy of keeping them within a ceiling of 10 per cent.

The average value of mortgages acquired was £11,66m, with £8.15m of it coming from mortgages, and interest payable came to £6.84m. There was other operating income of £362,000 and operating expenses came to £2.35m.

Earnings were 3.5p and the final dividend a proposed 1.15p, making a total of 1.83p.

Mr John Darby, the chairman, said the results were achieved against a background of tight operating margins. Mortgage rates in the market dropped from 12.5 per cent to 11 per cent during the year while the cost of wholesale funds averaged more than 11 per cent.

"The company's ability to operate profitably in such circumstances promises well for the future," he said.

National Home Loans is now making its mortgage appraisal and administration systems available to other investors on a fee-paying basis.

With borrowings now bringing the debt-to-equity ratio close to the 10:1 level laid down in the company's articles of association, National Home Loans is now seeking shareholders' agreement to increasing the ratio to 20:1.

It also wants to increase the coupon on its unsecured loan stock from 8 per cent to 2.25 per cent and allow conversion to a year interest rate just once, at present, and it is pursuing methods of selling mortgage-backed securities. See Lex

BCA shakes off weak dollar to make £14m

DESPITE THE weakening of the dollar, the British Car Auction Group achieved "very satisfactory" results in the year ended August 1 1986, according to Mr David Wickins, the chairman.

The group, which operates motor vehicle auctions in the UK and the US, and long-term vehicle leasing in the US, lifted its turnover by 52 per cent, from £50m to £89.6m, and its pre-tax profit by 36.5 per cent, from £10.14m to £13.83m.

The 18 per cent weakening of the dollar reduced the US profits by £1m on conversion into sterling.

Shareholders participate in the growth by having their dividend increased 38 per cent to 4.5p net. The final is 3p.

Mr Wickins said trading so far this year was ahead of 1985. He viewed the future with optimism and anticipated further growth both in the UK and the US during the current year.

He also announced the purchase of Bellevue, Manchester, the former zoo site, for £1.5m and said the group would be spending a similar amount developing it into an auction centre. The present auction site in the city would be sold.

In 1985-86, net profit of the UK auction businesses rose by 28 per cent, from £5.29m to £6.78m, following a rise in gross sale proceeds of 18 per cent to £274.2m and auction income of 10 per cent to £24m.

Construction of the new car auction centre at Blackbushe Airport was completed last March. The level of auction turnover and trading results obtained to date were most encouraging and augured well for the future, Mr Wickins said.

In the US, auctions showed a significant improvement in the second half and the year's pre-tax profit rose from £2.23m to £4.76m.

The number of vehicles sold was up 23 per cent and the auction sale proceeds in dollar terms up 11 per cent to £14m, but the weak dollar meant the sterling increase was held back to 6 per cent, from £10.4m to £11m.

BCA moved into leasing in the US when its subsidiary Anglo American Auto Auctions merged with Sandgate and BCA now owns in excess of 90 per cent of the latter.

In the year the contribution from related companies was down from £2.7m to £701,000, reflecting the sale of the investments in Atwoods, Group Lotus and Hanlys. Share of profits up to the date of sales was £2.42m, against which was charged finance costs of £1.72m in respect of borrowings for those investments.

Sales of the investments in Atwoods and Lotus produced net proceeds of £25.6m and net profit after CGT provision, of £5.5m was treated as an extraordinary credit.

Net proceeds from those sales were used in the repayment of UK bank loans and borrowings. Group balance sheet at August 1 1986 will include Sandgate's borrowings in respect of its vehicle leasing of £58.1m. Since then, the group borrowed \$24m from US bankers to purchase the minority.

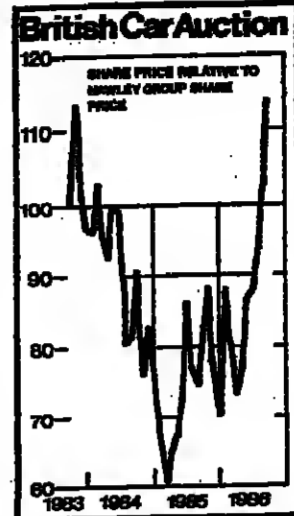
After tax £4.55m (£3.32m), minority £1.13m (nil), and extraordinary credits £5.08m (£4.32m), the attributable profit came to £13.14m (£11.15m). Earnings were shown at 10.39p (8.82p).

The minority charge was in respect of Sandgate which was considered to be only 73 per cent-owned at August 1.

• Comment

Anything involving David Wickins has to be considered perpetually "in play"—and that includes his stake in BCA itself and not just its investments in First Security and motor dealer Glasfield Lawrence. Consolidated the 47 per cent stake in First Security should produce at least £700,000 a year. After pulling out of the £50m Sandgate sale and buying out the minority, BCA has been obliged to pay off the former chief executive of the rate of \$300,000 for 1986-88 and this year and will now have to take on board the US company's balance sheet. For any fast talking auctioneer, leasing debt ratios look extraordinarily high and the sale of this part of Sandgate's operations has to be a distinct possibility. However, the US auction side will be retained as an integral part of BCA and should grow rapidly with key new venues likely soon in Boston and Los Angeles.

Yesterday's 4p fall to 153½p was due to profit taking, inevitable given the long upward run over the last year. With £14m forecast for 1986-87, the shares are trading on a prospective p/e of 10, which allows little for a 40 per cent rise in earnings per share or takeover possibilities.



Rothschild denies allegation

By Clay Harris

N. M. Rothschild, the merchant bank, denied yesterday that it had initially advised Mr Robert Maxwell's BPC not to disclose a share purchase in Norton Opax, which is bidding for fellow printing group McCorquodale.

BPC disclosed on Monday that it had bought 50,000 Norton Opax shares, less than 0.2 per cent of the total, last Wednesday.

McCorquodale and its financial advisers, Kleinwort Benson, said on Monday: "Mr Maxwell was presumably advised by N. M. Rothschild that there was no need to disclose this purchase."

Rothschild said last night that the claim was "without any foundation whatsoever." It had raised the issue with the Takeover Panel before the approach by Kleinwort and the share purchase had been notified "at the earliest opportune moment following the Panel's conclusion that disclosure was appropriate."

Mr Maxwell also holds a 10.8 per cent stake in McCorquodale, with which he has backed Norton Opax's £150m bid.

McCorquodale said that the BPC purchase was disclosed after Kleinwort requested an inquiry by the Takeover Panel.

Coincidentally, Rothschild, as financial adviser to Turner & Newall, initiated the complaint that led to the Takeover Panel censure of AE's advisers for failing to disclose details of certain share purchases.

With the McCorquodale-Kleinwort statement coming on the same day as the Panel report, "the inferential connection is doubly displeasing," Rothschild said.

PHIT repels Apex tender

BY PAUL CHESEBRIGHT, PROPERTY CORRESPONDENT

THE INITIAL attempt by Apex Group of New Zealand to gain control of Property Holdings and Investment Trust (PHIT) through a tender offer for 29.9 per cent of the equity has failed.

This gives the first round in a £150m takeover battle between New Zealand interests for PHIT to Wingate Property Investments, in which Chase Corporation of Auckland has a majority holding.

The market yesterday doubted whether Apex, controlled by Mr Graham Hamilton, would

come back with a full-scale bid in competition with the merger terms agreed last week between Wingate and PHIT. The PHIT share price fell 8p to 170p as bid fever quietened.

Apex received tenders for less than half the 23.4m shares in PHIT it was seeking to buy, so the tender offer became void. The company had offered 160p for each PHIT share.

Wingate, however, has agreed merger terms with PHIT on the basis of one of its own shares for every two of PHIT's, an offer that was worth 300p

for every PHIT share at the time it was made, or 165p each. No Apex bid is likely before Wingate publishes its offer document. If it does come, it would be made in cash. Apex has access to funds but knows that its offer would be unacceptable to the UK institutions.

PHIT, on the basis of Wingate's cash offer, has a total market value of £153m. Its property assets are valued at £161m. In the summer it fought off a bid from Greycoat Property.



EXTRACTS FROM THE 1986 REPORT AND ACCOUNTS

Total operating income	£5.2m
Profit on ordinary activities before taxation	£2.8m
Profit after extraordinary item and taxation	£1.4m
Earnings per share	3.5p per share
Total dividend per share	1.83p per share
Total assets at year end	£350m

In its first twelve months of operations, The National Home Loans Corporation plc has established efficient mortgage investment appraisal and administration systems and has made investments in United Kingdom residential mortgages of £327 million.

Operating costs were carefully controlled throughout the year. Consequently, the Company's ratio of expenses to assets averaged £1.20 per £100 of assets, substantially less than the £1.68 per £100 anticipated by our Offer for Subscription. The ratio will continue to improve as our investment programme proceeds.

The Board therefore proposes a final dividend of 1.15p per share. The total dividend for the year is therefore 1.83p per share which is 60% of distributable earnings.

These results were achieved against the background of a tight operating margin. Mortgage rates dropped from over 12.75% to an average of 11% during the course of the year, while LIBOR averaged over 11%. National Home Loans' ability to operate profitably in such circumstances promises well for the future when the relationship between our costs and our income-producing assets will become increasingly favourable.

In such a large market, and given the success of our first year of operations, The National Home Loans Corporation plc will have no difficulty in meeting its objective of substantially increased mortgage investments.

A copy of the 1986 Report and Accounts will be sent to shareholders shortly.

The National Home Loans Corporation plc
St Catherine's Court, Herbert Road, Solihull, West Midlands B91 3QE.

Hillsdown not bidding for Northern Foods

Hillsdown Holdings, the fast-growing food processor and furniture group, yesterday took the rare step of formally denying that it made any bid approach to Northern Foods, the Hull-based company whose interests span dairy, bakery and meat products.

"We are not in any discussions which might lead us to making a bid for that company," said Mr Harry Solomon, joint chairman of Hillsdown yesterday. Market rumour pushed Northern Foods' shares 13p higher at 295p on Monday but yesterday they fell back to close at 273p.

Earlier this month Hillsdown raised £154m via a share placing, clearing the company's debts. Speculation that it is now poised to make a large acquisition has since linked its name with Dalgety, Unigate and Fitch Lovell.

T. Cowie acquires 8.7% holding in Appleyard

A CONCERT party headed by T. Cowie has bought an 8.69 per cent stake in Appleyard Group. Both companies are motor dealers based in the north of England.

Appleyard said on Monday that it had received an approach about a possible bid. It urged shareholders not to sell their shares in the market.

Cowie, based in Sunderland, reported interim pre-tax profits of £2.86m on turnover of £104.4m. It said in August that it was reviewing a number of potential acquisitions which were intended to improve growth prospects.

Yorkshire-based Appleyard improved pre-tax profits to £1.5m on turnover of £91m in the first six months.

Yesterday's share price of 184p, down 2p, values Appleyard at £19.8m. Cowie shares gained 1p to 190p, valuing the company at £91.8m.

Majedie assets improve

Majedie Investments, which obtained investment trust status in October 1985, improved its net asset value per share by 44p to 262p in the 12 months ended September 1986. By October 27 the figure had risen to 274p.

Net revenue for the year worked through little changed at £2.88m (£2.92m) after tax of £988,000 (£1.08m) and the inclusion of prior year tax credits of £246,000 (£406,000).

Earnings amounted to 8.33p (8.54p) including the tax credits and at 7.02p (6.98p) excluding such items. A final dividend of 4.25p, as forecast, makes a net total of 3.25p (3.2p). A special dividend of 5.08p is to be paid following the liquidation of certain dormant subsidiaries during the year.

Chesterfield Properties improvement

Chesterfield Properties lifted its pre-tax profit from £3.65m to £3.71m in the first half of 1986. This gave earnings of 12.65p, compared with 11.10p, and the interim dividend is being stepped up from 4.5p to 5p.

Turnover in the period advanced from £5.77m to £6.43m. Rental income contributed £3m (£2.5m).

BLMC stock redemptions

Rover Group subsidiary, BLMC, intends to submit proposals for the early redemption of its par plus accrued interest of the 8 per cent unsecured loan stock, 1982-1987. Aggregate nominal value of the stocks is £89.9m.

The directors believe that early redemption of the stocks will aid BLMC by removing restrictions contained in the trust deeds constituting the stocks, and will give it and the Rover Group greater flexibility in meeting long term financing requirements.

Yearlings down 1%

The interest rate for this week's issue of local authority bonds is 11 per cent, down 1 of a percentage point from last week, and compares with 11.7/16 per cent a year ago. The bonds are issued at par and are redeemable on November 4, 1987.

A full list of issues will be published in tomorrow's edition.

I.G. INDEX

FT for November
1,355-1,262
Tel: 01-838 5699

BOARD MEETINGS

The following companies have notified lines of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Dividend information is not available as to whether the dividends are interim or final and the dividends shown below are based mainly on last year's statements.

Interim—Channel Tunnel Investments, A. Cohen, Epicom, Feeder Agricultural Industries, Investment Trust, Henderson Group, House of Fraser, L. J. L. L., L. J. L. L., Nimble International, Southland Students, Tesco.

Final—Amber Day, Framlington Overseas Income and Growth Fund, William Low.

FUTURE DATES

Interim—Associated British Foods Nov 2
Goswami Nov 2
Cambium Venture Capital Oct 31
Goswami (Cash) Nov 14
Hill Samuel Nov 3
Limited Associates Nov 17
New England Properties Oct 31
Tyson (Contractors) Nov 3
Walker and Staff Nov 20
Final—Bridport-Gundy Nov 3
OAKS Simpson Nov 6

Bank of Montreal
(A Canadian Chartered Bank)

U.S. \$250,000,000
Floating Rate Debentures,
Series 9, due 1996
(Subordinated to deposits and other liabilities)

Notice is hereby given that the Rate of Interest for the three month period 29th October, 1986 to 29th January, 1987 has been fixed at 6 1/2 per cent. The amount payable on 29th January, 1987 will be U.S.\$158.13 against Coupon No. 11.

Morgan Guaranty Trust Company of New York
London

NORWAY'S TRADE FINANCE BANK

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GRANVILLE SPONSORED SECURITIES

High	Low	Company	Price	Change	Yield	P/E	Dividend
			(p)	(p)	%	Ratio	fully paid
148	118	Ass. Brit. Ind. Ord.	130	—	7.3	8.8	8.1
151	121	Ass. Brit. Ind. Ord.	130	—	10.0	7.7	7.8
46	28	Amalgamated Indus.	37ad	—	4.2	11.4	5.2
71	67	BBE Design (USM)	—	—	—	—	4.7
200	108	Enrdon Hill	200	—	4.8	2.1	18.2
201	76	Bray Technologies	86ad	+1	4.3	5.0	9.3
201	76	Bray Technologies	98	+1	2.8	2.6	7.0
182	88	CC 110p Conv. Ft.	80	+1	15.7	17.4	11.0
251	80	Carborundum Ord.	251	—	8.1	3.8	12.1
84	63	Carborundum 7.5p	84	—	10.7	11.6	—
154	46	Debonth Services	154	+8	7.0	4.5	10.1
32	23	Frederick Parkar Group	22	—	—	—	—
126	50	George Blair	94	—	3.8	4.0	2.4
84	20	Ind. Fraction Castings	92	—	6.7	7.1	8.4
128	101	Ind. Group	152	—	18.3	12.0	8.7
377	228	James Burrough	366	—	5.1	4.8	6.7
100	85	James Burrough SpcR	93	—	12.9	13.9	—
102	342	Mulhouse NV (ASB)	197	+10	—	—	42.5
380	280	Record Highway Ord.	379	—	—	—	56.3
100	87	Record Highway 10pP	87	—	14.1	16.2	—
87	32	Robert Jenkin	87	—	—	—	11.7
38	28	Scruttons "A"	38	—	—	—	6.4
126	86	Torday and Carlisle	126ad	—	5.7	4.6	7.8
370	32	Trevis	327	—	7.8	2.5	6.7
70	25	Unilock Holdings (S)	67	—	6.0	5.2	11.6
102	67	Walter Alexander	85	—	6.0	5.2	8.1
228	130	W. S. Vesley	197	—	17.4	8.8	19.7
88	67	W. Yorks. I. H. (USM)	87	—	5.8	6.0	13.3

(ASE Amsterdam Stock Exchange)

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UK COMPANY NEWS

GrandMet sells Liggett Group for £97m cash

BY CLAY HARRIS

Grand Metropolitan, the drinks, consumer products and hotels group, said yesterday that it had sold Liggett Group, its US cigarette subsidiary, to a private US company for \$137m (£97m) in cash.

Liggett has been bought by L. Holdings, a company controlled by Mr Bennett Le Bow, a US investor and financial consultant.

The sale completes Grand Met's exit from the tobacco business which it entered with the takeover of Liggett in June 1985. Last year it sold the Pinkerton chewing tobacco business for \$188m and a Brazilian tobacco operation for \$22m.

GrandMet paid \$97m for Liggett, \$450m (£310m) at the time) net of cash and marketable securities. The wine and spirits distribution operations and pet-food businesses also picked up in the takeover continue to form the centrepiece

of GrandMet's US activities. A proposed management buyout of Liggett for \$325m collapsed two years ago when a cut-price cigarette war broke out in the US market.

Liggett, which has Chesterfield and L&M among its brands, continues to suffer from fierce competition in the inexpensive, unbranded cigarette market. Its operating income fell to \$6.6m in the year to September 30, 1985 from \$66.7m in the previous 12 months.

L. Holdings, as Liggett Group will be renamed, said yesterday that it intended to strengthen and expand the cigarette manufacturing and distribution business of Liggett and Myers, the trading company. It also was investigating new products.

Mr Kinsey Dey, who led the aborted buy-out effort in 1984, will continue as chief executive of Liggett and Myers. He yesterday welcomed the sale as a positive development that would put the company's cigarette operations in a much stronger position.

Mr Le Bow, who controls L. Holdings, is chairman of L. S. Le Bow Industries, a private New York-based holding company with interests in data processing, jewellery, equipment leasing, ice-cream and property. It bought Johnson Matthey's US jewellery operations in 1984.

Mr Le Bow is a former computer systems analyst for the US Defence Department.

Mr Robert Gillis, a former food executive who joined Le Bow Industries earlier this year, will become chairman of L. Holdings.

London-based Quadrax Securities acted as financial adviser to L. Holdings, and Drexel Burnham Lambert, the US securities firm, arranged the debt financing. Morgan Stanley advised GrandMet USA.

protection and security group, with an A\$945m bid and making an unsuccessful offer for Hooker Corporation, a property group.

The Aitken shares have been acquired by Sunshine Pacific of Hong Kong and an Australian associate, Hastings Derrington Finance and Investment Company.

Mr Lee started buying Aitken shares in June and July and met members of the board in September, Mr Constance said. Aitken's shares rose 2p yesterday to 141p.

Mr Lee builds 11% Aitken stake

BY CHARLES BATCHELOR

Lee Ming Tee Group, an investment and financial services company controlled by Mr Lee K. Ming Tee, a Malaysian businessman based in Australia, has acquired a 10.94 per cent stake in Aitken Home, the British financial services group.

Mr Tony Constance, chief executive of Aitken since February, said the company viewed Mr Lee's holding as "friendly."

Mr Lee has said he has no intention of doing anything which would trigger problems

with Aitken's US fund management company though he may buy more shares.

Aitken fought off a \$90m takeover bid from Transworld, a shell company controlled by Mr Nick Oppenheim, the financier, last August only because the independent directors of the US fund management arm refused to sanction a change in control.

Lee Ming Tee Group has been active in Australia over the past 18 months acquiring control of Wormald International, the fire

protection and security group, with an A\$945m bid and making an unsuccessful offer for Hooker Corporation, a property group.

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CAP in £3.2m disposal plan

By Alice Rowthorn

CAP, the computer software house, yesterday announced the disposal of Control Systems to Almax Systems, part of the Swedish group, Incestrive, for £3.18m cash.

Control Systems, which manufactures ticketing systems was acquired by CAP in May through its £83m bid for Yarrow, the marine engineering group.

The disposal is subject to the merger between Control Systems and Almax being referred to the Monopolies and Mergers Commission. Once the merger is completed the combined companies will be renamed Almax Control Systems.

Almax has agreed to pay an immediate cash consideration of £240,000 for Control Systems and to repay its outstanding debts to Yarrow of £2.94m. An initial payment of £1.5m has already been made and the balance will be paid on April 30 next year.

Lonrho deal confirmed

BY LUCY KELLAWAY

Atlantic Richfield, the US oil company, confirmed yesterday that it had agreed to sell a package of oil interests to a joint venture formed between Lonrho, the multinational trading group, and Mr Robert Anderson, ex-chairman of Atlantic Richfield.

The vehicle for the venture is the Diamond A-Cattle Company, Mr Anderson's private ranching and farming group, in which Lonrho recently

bought a 50 per cent stake. The oil and gas interests, which are being sold for about \$180m, include stakes in 400 fields in the Mid-Continent and in New Mexico covering 800,000 acres and involving about 8,200 wells. In the first half of this year production from the properties was 10,000 barrels of oil a day and about 40m cubic feet of gas.

The move represents a first step for Lonrho into oil and gas production.

Property Trst. asks for resignation

BY NIKKI TAIT

The Property Trust, a USM-quoted property investment, trading and development company, yesterday announced that it had asked one of its directors — Dr Gerald Smith — to resign.

"He has agreed to do so with immediate effect," the company said. Professional advisers introduced by Dr Smith have severed connections with the Property Trust.

The company refused to elaborate on the reason for the split and said it would be writing to shareholders shortly. Although legal action is involved, it is not thought to affect the Property Trust itself, shares of which have been

suspended at 51p.

Dr Smith only joined The Property Trust board last June, when Braemar Trust — part of the privately-owned SSS Group property company — acquired a 16.5 per cent holding. Although Dr Smith is a director and shareholder in Braemar that stake has not currently been sold. However, plans to inject certain assets controlled by Dr Smith into The Property Trust have been abandoned.

CHEPSTOW RACECOURSE: Turnover £285,690 (£329,288) and pre-tax loss £25,234 (profit £226) for six months to June 30 1986. Nil tax (£189). Loss per share 5.6p (earnings 0.1p).

Halpern and Conran settle wrangle over Debenhams

By Martin Dickson

Sir Ralph Halpern, chairman of Burton Group, and Sir Terence Conran, the head of fellow retailer Storehouse, yesterday settled a long-running dispute over the role Storehouse will play in Debenhams, the department store chain acquired by Burton last year.

The two announced that Conran Design, Storehouse's design group, is to carry out the redesign of Harvey Nichols, the Knightsbridge store, and a large number of Burton's shops. In due course, Storehouse will also be offered unspecified trading space in Debenhams stores.

The dispute had its origins in the hotly-contested £550m takeover bid for Debenhams, when Sir Terence Conran gave backing to the Burton side.

In return, he was given options over 20 per cent of Debenhams trading space and 20 per cent of its equity, as well as assurances of a design contract. He and Sir Ralph held out the prospect of transforming Debenhams through the creation of stores within-stores.

However, relations soured late last year when Sir Terence's Habitat-Mothercare group announced plans to merge with British Home Stores and create Storehouse.

Burton said this nullified the deal, since it turned Sir Terence into a direct competitor of Debenhams. Sir Terence said he did not intend to take up the Debenhams equity anyway, but insisted that Burton stick by the other elements of the original plan.

T&N may take legal action over AE bid costs

BY CHARLES BATCHELOR

Turner & Newall, the mining and automotive group, is considering taking legal action to recover some of the costs of more than £4m it ran up during its unsuccessful bid campaign for AE, the West Midlands engineer.

T & N said it was consulting its financial and legal advisers on the possible recovery of some of the costs incurred and redress for the damage done.

The T & N announcement came after the Takeover Panel ruled that AE's financial advisers, Hill Samuel and Cazenove, should have disclosed indemnity agreements with shareholders which tied

up e 7.2 per cent stake in AE. "The purchases by associates of AE without disclosure and the secret indemnities given selectively by members of the Hill Samuel Group created a false market in AE shares and beyond any reasonable doubt cost T & N the bid for AE," T & N said.

T & N's directors have not yet decided whether to make a new offer and, if so, when the offer would be made, the company said. Much would depend on market conditions, it added.

The company has, however, called a meeting of shareholders for November 11 to obtain approval for an increase in its

authorised capital which would be necessary if a new offer were to be made. The increase is the same proposed to permit the original bid and does not imply a higher bid however.

The shares of both companies were relisted on the London Stock Exchange yesterday after an 11-day suspension. T & N rose 3p to 180p while AE leaped 13p to 232p. That compares with a 240p value of T & N's original cash alternative.

AE just escaped T & N's bid on September 12 when the offer won the backing of the holders of 49 per cent of AE's shares. T & N was left with a 29.6 per cent stake in AE.

Ecobric moves into coal mining

By Richard Tomkins

ECOBRIC, the USM-quoted demolition and scrap metal group, yesterday heralded a new departure into mining with the appointment of Mr Michael Eaton, once a rising star at British Coal, as chief executive.

The company also announced pre-tax profits of £28,000 for the six months to July compared with losses of £75,000 for the comparable period, and proposed a one-for-one rights issue at 15p to fund the acquisition of a stake in a drift mine in North Staffordshire.

Mr Eaton, 53, is a former director of the Yorkshire area of British Coal (then the National Coal Board) and distinguished himself as a spokesman for the NCB during the year-long coal strike.

Once tipped as a possible successor to the chairmanship, he resigned unexpectedly in September last year after a series of disagreements with Mr Ian MacGregor, then NCB chairman. Since then he has been pursuing his own private business interests.

Mr Ronald Aitken, Ecobric's chairman, said Mr Eaton would have special responsibility for guiding the company into new business areas, particularly mining. "He is a very capable mining engineer and we are delighted to have him with us."

The rights issue will raise £1.5m, of which £280,000 will be used to buy a 60 per cent stake in Above Park, a private company operating a drift mine near Stoke-on-Trent.

Mr Aitken said all divisions were now trading profitably but half-year profits had been affected by contractual and claim settlement delays in the demolition company. He warned that provisions might be required at the year end for two contracts which were the subject of litigation.

Wm. Cook to buy Weir foundries

BY MIKE SMITH

William Cook, the fast growing steel foundry group, yesterday agreed to buy one of the largest steel foundry businesses in the UK — that of Weir Group, the Glasgow engineering company — for about £9.2m.

Cook said it would raise £10.25m to fund the deal by a six-for-five rights issue at 120p per share underwritten by County Limited, part of the NatWest Investment Bank. Yesterday Cook's shares fell 5p to 210p while those of Weir were steady at 104p.

The agreed deal will quadruple Cook's annual turnover of about £12m, putting it ahead of any of its rivals, Mr Andrew Cook, chairman and managing director is, however, confident of avoiding a reference to the Monopolies and Mergers Commission.

The expanded group will account for less than 20 per cent of UK production, he says, and will operate just four of the 61 steel foundries in the UK.

The company also announced

pre-tax profits of £303,000 for the half-year to the end of September, against £497,000 last time. Earnings per share were up from 5.96p to 10.44p and dividends rose 0.5p to 2.25p.

Under yesterday's deal Cook will acquire four operating subsidiaries of Weir Group which in the year to last December made a combined pre-tax profit of £1.5m on a turnover of £33m.

The divisions are: Catton and Company, whose products include castings for military trucks; E. Joplin and Sons, a producer of heavy castings; O.H. Hi-Tec, which produces moulds for special castings; and Weir Fabrication, makers of excavator buckets.

Cook also has the option, exercisable over the next two years to buy Horlock Precision Castings from Weir for £3.6m. Weir had been looking for a buyer for the steel foundry divisions for some time so that it could concentrate on its engineering products and services.

Earlier this year Suter, the manufacturing and distribution group, had been thought a likely bidder.

Mr Cook said yesterday that the strength of the enlarged Cook group would help the trend of rising imports.

Combining the operations would produce considerable opportunities for improving costs and efficiency but no redundancies were planned among the 1,000 workers at Weir and 400 at Cook.

Cook struck its pre-tax figure for the first half on turnover of £5.96m, up from last year's £4.57m. Tax was £281,000 (£198,000).

Mr Cook said the company was on course for £1.5m pre-tax profits, not including the contribution to be made by the Weir divisions.

Weir said yesterday it would use the proceeds of the sale to further strengthen its balance sheet. The company would now be cash positive.

Investment in Progress

Marks and Spencer p.l.c. unaudited results for the first half of the 1986/87 Financial Year

	26 Weeks ended		Inc. %	52 Weeks ended
	27th Sept 1986	28th Sept 1985		31st March 1986
GROUP SALES (excluding VAT and other sales taxes)	£m	£m		£m
United Kingdom Stores				
Clothing	846.4	743.3	13.9	1,655.6
Homeware and other	175.4	145.9	20.2	377.5
Foods	704.1	635.4	10.8	1,362.3
	1,725.9	1,524.6	13.2	3,395.4
Overseas Stores (note 3)				
Europe	51.7	40.6	27.3	94.1
Canada (note 4)	75.8	83.0	(8.7)	181.5
Direct export sales outside the Group	22.6	22.1	2.3	44.8
	1,876.0	1,670.3	12.3	3,715.8
Financial Activities (note 5)	13.6	7.1	91.5	19.0
TOTAL GROUP TURNOVER	1,889.6	1,677.4	12.7	3,734.8
GROUP PROFIT BEFORE TAXATION (note 2)	155.5	137.6	13.0	365.8
TAXATION (note 7)	53.2	53.0	0.4	141.3
GROUP PROFIT AFTER TAXATION	102.3	84.6		224.5
Profit/(loss) attributable to minority interests	(0.1)	0.2		2.1
PROFIT ATTRIBUTABLE TO MARKS & SPENCER p.l.c.	102.4	84.4	21.3	222.4
Earnings per share	3.9p	3.2p	21.8	8.4p

The Directors have declared an interim dividend of 1.4p per share compared with 1.25p last year, an increase of 12%. This amounts to an interim dividend of £37.1m (last year £33.1m) which will be paid on 16th January 1987 to shareholders whose names are on the Register of Members at the close of business on 21st November 1986.

NOTES:

- The figures have been prepared on the historical cost basis of accounting.
- Group profit before taxation arises as follows:

	1986	1985
The United Kingdom	£152.9m	£133.2m
Europe	4.3	3.7
Canada	(1.7)	0.7
	155.5	137.6
Retailing	154.8	139.8
Financial Activities (note 5)	0.7	(2.2)
	155.5	137.6
- The trading results of overseas subsidiaries have been translated using average rates of exchange ruling during the financial year. This policy was adopted last year at the full year stage. Last year's half year figures, where relevant, have been restated.
- The Canadian results, as previously, cover the 26 week period to 31 July 1986. Expressed in local currency terms, Canadian stores showed an increase in turnover of 11.0%. Losses before taxation were £3.5m compared to a profit of £1.4m last year. The loss of £3.5m is arrived at after charging interest of £1.8m on a £335.0m loan made by Marks and Spencer p.l.c. to Canada. No interest was charged last year. The Canadian minority was acquired by the Group in June 1986. The proportion of Canadian losses attributable to the minority relates to the period prior to this.
- Financial Activities include the results of the Chargecard, leasing and insurance activities. These results are after taking into account the profits on the sale of the leasing subsidiary (see note 6). The losses of \$5 million Financial Services for the 26 weeks were £4.0m compared to £4.8m last year.
- Net other income comprises profits of £2.6m arising from the sale of a leasing subsidiary less losses of £0.4m on the disposal of fixed assets (last year nil).
- The taxation figure for the first half of last year has been adjusted to reflect the actual rate of taxation on the year's profit. The UK taxation charge is calculated at 35% (last year 40%).

STATEMENT BY THE CHAIRMAN, THE LORD RAYNER

In the UK, Clothing sales were good even though poor Summer weather depressed the sales of seasonal lines. The Homeware Division continued its strong advance while Food sales showed satisfactory increases with no Easter trading included in this period. Volume growth in Clothing was 1.0%, Homeware 1.6% and Foods 8%. The overall price inflation was 3%.

The programme of footage development and modernisation of our UK stores is well under way. UK sales floor space increased by 150,000 square feet over the period (+4%). 40% of UK footage is now in the modernised format.

Profitability has been maintained despite the increased costs associated with modernisation, additional footage and computerisation. The Marks and Spencer Chargecard has in excess of 1.3 million cardholders and accounts for 11% of UK turnover.

European stores continue to make good progress. This month we opened a new store at Velizy II in Paris, our tenth European store.


In the year to 31st March 1987, we plan to add a total of 450,000 square feet of new trading space in the UK. Our first edge-of-town store at Metro Centre, Gateshead opened on 14th October. Over half our UK footage will have been modernised by March 1987.

A direct selling experiment for Homecare started in October using the Chargecard mailing list.

The initial launch of furniture was well received by customers and expansion is planned for further stores.

We look forward to a satisfactory second half-year, both in the UK and abroad.

Marks & Spencer



The Royal Bank of Scotland plc

Mortgage Rate

The Royal Bank of Scotland announces that with effect from 17 November 1986 its House Mortgage Rate will be increased from 11.00% to 12.25% per annum.

The Royal Bank of Scotland plc, Registered Office: 21 St Andrew Square, Edinburgh EH2 2BS. Incorporated in Scotland No. 99212.

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This information required for publication in The Banker's Monthly Diary of forthcoming Bank Annual Report & Accounts.

UK COMPANY NEWS

Acquisitions lift Wolseley to £50m

BY PHILIP COGGAN

Wolseley, the central heating and plumbing distribution group, followed up a year on the acquisition trail with pre-tax profits 59.5 per cent higher at £30.25m, compared with £18.94m in 1985.

In the last financial year, Wolseley has acquired Marley's Plum-Centers for £2m, Carolina Builders for £54m and Grove-wood Securities, from B&T Industries for £100m.

The three purchases added some £18m to the trading profit level, with Plum adding £2.4m, Carolina £3.4m in seven months and Grove-wood £2.2m in five months.

Much of Wolseley's business consists of the distribution of plumbing, heating and building equipment. Mr Jeremy Lancaster, the chairman, affirmed the importance to the group of new outlets as a means of increasing market share.

Twenty-nine new branches were opened in the UK last year (in addition to the 39 bought from Marley) and 19 in the US, bringing the totals to 199 and 117 respectively.

In the UK distribution division, trading profits were £23.2m (£15.7m) on turnover of £328.4m (£233.3m) and in the US, distribution profits were £19.7m (£11.4m) on turnover of £202.1m (£235.1m).

Wolseley added two new divisions as a result of the Grove-wood acquisition — electrical, which recorded profits of £2.3m on turnover of £12m and technical services which made £2.1m on £25.9m.

In Wolseley's other two divisions, agricultural machinery profits were only increased to £2.5m from £1.6m because of the addition of three companies at Grove-wood. Engineering and

plastics also benefited from acquisitions, pushing up to £3.96m from £2.75m.

In total, trading profits were £53.6m (£33.4m). Interest charges were higher at £3.37m (£1.92m) but the gearing level was only 19 per cent.

Earnings per share were 29.4 per cent higher at 41.4p (32p adjusted), after tax of £18.65m (£11.35m) and minorities of £355,000 (£24,000).

Because of the better-than-expected profits performance, Wolseley felt able to improve on the forecast it made at the time of the Grove-wood acquisition and the final dividend is being set at 8p, making a total of 11.5p (8.9p).

market was impressed and pushed the shares up 2 1/2 to 375p. This year full contributions from Carolina and Grove-wood should add at least another £16m and £72m pre-tax looks possible. Although there are further branch openings planned for the UK, there must come a point when saturation is reached. The US will then become the focus of growth hopes and that will put a lot of emphasis on how the new US tax regime affects the construction industry. At the moment, analysts expect the best of the domestic sector and depress the commercial, but Wolseley is sensibly counting on increasing market share rather than on an expanding sector. But the low gearing level indicates that there is still scope to buy growth should the US division falter. The prospective p/e of 12 does not seem overly demanding.

● comment

Even though acquisitions contributed much more than organic growth (11 per cent) to these Wolseley figures, the

Fobel in the black and forecasts dividend

A strong return to profitability in the six months to June 30, 1986, following two years of losses totalling around £3.5m, triggered a sharp rise in shares of Fobel International, which closed 8p higher at 47p yesterday.

The company, which distributes DIY and electrical goods and also manufactures electronic products in Hong Kong and doors in Canada, via an associate company, earned pre-tax profits of £916,072, compared with a loss of £314,720 in the same period last year.

Mr Alan J. Lohoff, chairman, said the outlook for the second half was excellent and a good result was anticipated for the year. A dividend will be proposed when the full-year profits were announced and should reflect the progress achieved, he said.

The results include the profit on the sale of a small part of the group's shareholding in Fremdor, the Canadian door-making associate which was floated in Canada in May this year. Fremdor shares are listed on both the Montreal and Toronto stock exchanges.

The figures do not include results of Radofin, Fobel's 51 per cent owned electronics manufacturing subsidiary in Hong Kong, which made a mid-term loss of £297,600 against a loss of £979,033 in the same period last year; a provision was made against the group's interest in Radofin in the 1985 accounts.

The tax charge increased to £265,787 (£164,774) and earnings per share of 3.7p compared with a loss of 3.9p for the first six months of last year.

Top Value's acquisition prompts large profits rise

Top Value Industries, the clothing manufacturer, turned in pre-tax profits up more than four times in the 26 weeks to June 27 1986 in figures prepared on a merger accounting basis.

The results included the figures of David Conrad (Sales) and its subsidiaries, which Top Value acquired in July this year, as if they had been owned throughout the period.

Profits therefore rose from £71,000 last time to £290,000 on turnover which moved up from £4.1m to £4.6m.

The directors said that the performance of the new acquisitions was in line with their expectations.

They said that the company's new directors were making a significant contribution in helping with problems in the manufacturing division.

After tax of £73,000

(£21,000), earnings per share based on the shares in issue following the acquisition of David Conrad worked through at 3.15p up from an adjusted figure of 0.79p last time.

Ranger Oil

Ranger Oil, the Canadian company making an £11m bid for Berkeley Exploration and Production, has issued its formal offer document. It argues that the acquisition allows it to engage into an "analogous but slightly different" business, and use of its own computer systems should improve Manor's stock and financial control. Although BSS already has a depot in Bristol, the two businesses will continue to be run separately.

BSS purchase via £9m placing

By Nikki Teit

BSS Group, the pipeline equipment distributor, yesterday announced that it was buying Manor Building and Plumbing Supplies—a privately-owned specialist supplier of copper tube and fittings—via a £8.55m vendor placing.

The purchase price is being met by the issue of 3.85m new shares, plus a further 173,506 to cover the costs of the acquisition. Merchant bankers Schroder Wagg have placed these shares conditionally with institutional investors at 230p a share.

Existing BSS shareholders, however, are offered a 100 per cent "clawback"—they can subscribe for the new shares at a similar 230p, on the basis of one new share for every 3,535 currently held.

The new shares will increase BSS's issued paper by 28 per cent.

Manor is based in Cheshington, with branches in Reading and Bristol, and sells mainly to heating and ventilation contractors and builders' merchants. Sales have risen from £12.7m in 1983 to £17.9m in 1985, and profits before tax have increased steadily from £1m to £1.5m over the same period.

Frogmore rises to £11m: transition nearly complete

BY ALICE RAWSTHORN

Frogmore Estates, the property developer and housebuilder, yesterday reported a 9 per cent increase in pre-tax profits to £1.082m after a year of steady progress in its burgeoning property development and depleted house building divisions.

Early last year Frogmore changed its name from Fairview Estates in order to mark its transition from a house builder to a property development company. The transition is almost completed and the company will sell the remainder of its homes — around 400 units — by the end of the current financial year.

In the year to June 30 Frogmore sold 500 houses, compared with 780 in the previous year. This prompted a fall in turnover to £34.32m (£38.61m).

The average price of the houses sold rose significantly, however, and the profits produced by housebuilding fell by just 5m to around £7m. This helped to buoy overall pre-tax profits which came in ahead of City analysts' expectations.

The company resolved a dispute with the Inland Revenue which produced a favourable £1.25m adjustment in last year's tax charge. Frogmore also began to trade its property by disposing of properties acquired in a portfolio which it did not consider to be suitable for long term investment. This generated £1.65m in extraordinary income.

Frogmore's contracted rent roll has increased in value to £23.25m (£6.53m). The bulk of this increase, £850,000, came from new lettings: £327,000 from investment properties; and £244,000 from rent reviews.

The value of the company's net assets increased to £87m (£78.4m), producing net assets of 249p (226p) a share.

The property revaluation surplus is now set at £3.25m, compared with £12.9m last year which was the first revaluation since 1980.

Earnings per share rose to 23.5p (19p). The board proposes to pay a final dividend of 5.60p (5.15p) producing a dividend for the full year of 7.61p (8.92p).

● comment

Frogmore's shares have been moved by bid speculation for much of this year. Yesterday's results suggest that the company may now have something rather more substantial with which to support its share price.

When Frogmore first mooted the "transition programme" which by the time house sales ground to a halt property development would not quite be in a position to compensate for lost profits. Thus profits would be static in 1986-87 and would fall in the following financial year. These results suggest a rather more optimistic outlook. Frogmore has swiftly built up its investment portfolio, neatly placed around the fertile M25 belt, and its first foray into property trading—which produced £1.65m last year—should prevent a fall in profits. Thus analysts anticipate profits of £11.5m this year producing a prospective p/e of 10 on yesterday's share price which fell by 4p to 210p.

Smallbone jumps to £0.39m

Smallbone, the fitted kitchen and bedroom supplier which took £2.5m in June, yesterday reported a jump in pre-tax profits to £387,000 for the half year ended August 1986, against £197,000 previously.

The directors are paying the dividend, which is £0.39m (£0.32m), and Mr John Dibben, the chairman, said that as in previous years, the directors expected turnover and profits for the second half to be higher than the first.

Kitchen sales had been strong, the chairman said, with a significant increase in forward orders. Bedroom sales were most encouraging, he added, and were now generating profit. The turnover and profit of BC Sanitan, the bathroom wholesaling subsidiary, exceeded expectations and that company was expected to make a significant contribution to group profits for the year.

In September, the company

obtained a lease on a 3,500 sq ft showroom in Manhattan. The directors hoped to begin trading there in March 1987. Mr Dibben said. They viewed the showroom as a pilot operation, the performance monitored and costs stringently controlled.

In November the company plans to open its first bathroom showroom in Wimpole Street, London.

The company said it would be looking seriously at moving to a full market quote next summer or autumn at the earliest.

APPOINTMENTS

Changes at C S E Aviation

Mr Murray McLean has been appointed chairman and chief executive officer of CSE AVIATION, Oxford. Mr McLean has been a director of the company since 1984 and was until recently chairman and chief executive officer of the former CSE Aviation. Mr J. A. Leaver, former chairman of Wilson Connolly Holdings, joins the board as non-executive director and deputy chairman. Mr J. A. Leaver continues as financial director with special responsibility for sales, engineering and product support. Mr R. W. Littlejohn continues as financial director. Mr Ian Ferris remains as non-executive director representing the majority of shareholders. Mr Colin Beekwith is confirmed as principal of the Oxford Air Training School, which is to be a division of the company. Mr Max Smith, the former chairman, has agreed to serve as a consultant for at least the next two years. He is retiring from the board, but will continue with his other interests. Mr Robert Mr Wisstone Williamson and Mr Joe Edwards have resigned.

Courage. Mr Philip Cropley becomes special projects director, moving from national machine controller at Whitbread. Head and research in the management of in-house electronic games and entertainment equipment.

PROVINCIAL GROUP has appointed new boards to companies created as a result of the group's reorganisation. The honours as follows: of Prolic Unit Trust Management: Mr John E. Maxwell (chairman), Mr Andrew S. Cherniavsky, Mr Russell T. W. Jansou and Mr Don Shore. Mr Andrew J. Watson is company secretary; of Prolic Unit Trust Management: Mr Janson (chairman), Mr Martin E. Harrison, Mr Shore and Mr Watson, who is also company secretary; of Provincial Life Assurance Company and Prolic Asset Management: Mr Janson (chairman), Mr A. Peter McLaren (company secretary), Mr Shore and Mr Alan C. Perry of Prolic Asset Management; Mr Janson (chairman), Mr Richard J. Bruce, Mr Cherniavsky, Mr Hema Kumar, Mr John Watson and Mr Peter Michael A. Vogel and Mr Watson, who is also company secretary.

partnership based in New York with affiliates in London and other international financial centres, has been launched to provide market and research information and other account services to non-US institutions investing in American equities. Mr George W. Wainwright and Mr Richard Spring, who worked as a team for 15 years at Merrill Lynch, will be co-managing directors of the partnership. They are joined by Mr John Booth, a sales manager on the same team at Merrill Lynch London, who will lead the partnership's remaining nine account managers, seven of whom come from Merrill Lynch, and two from Kidder Peabody & Co. Inc.

Mr J. E. M. Mowat has retired as deputy chairman of the BTP GROUP. He continues as a non-executive director. Mr J. E. M. Kettleley has been appointed deputy chairman and Mr R. J. Meadows finance director.

Mr Jacques Maloucouge has been appointed Director General de l'Industrie by the French Government. As a result he has left the group. Mr J. E. M. Kettleley is now a non-executive director.

WETHEREDS, Marlow, has been appointed Director General de l'Industrie by the French Government. As a result he has left the group. Mr J. E. M. Kettleley is now a non-executive director.

DAWSON INTERNATIONAL has made senior management changes from November 1. Mr Brian Farnham and Mr Philip Kemp join the board. Mr Farnham who will be responsible for the knitting companies, has been managing director of Pringle of Scotland, a subsidiary, since October 1983. Mr Kemp, who will be responsible for the menswear division, is president of J. E. Morgan Knitting Mills Inc, a subsidiary acquired in 1984. Mr John Wasterton, a director since February 1979, will assume responsibility for the yarn, weaving and processing companies. Mr Graham Hayward becomes managing director of Pringle of Scotland. He was

marketing director. Mr Keith Fox, managing director of Blackwood Brothers and Mr Jean Prescott Sharp, managing director of Dawson Fur Fabrics, join the group executive committee.

Appointed to the board of HARRATT SOUTHAMPTON as technical director is Peter Jones, who has responsibility for all aspects of the business, including surveying and materials-buying.

PHOENIX PETROLEUM, Cambridge, has appointed Mr Charles Butler as commercial director and Mr Jean Prescott Sharp as finance director.

Mr Graham Lawrenson and Mr Colin Jackson have joined ROBERT FRASER INSURANCE BROKERS where they will be responsible for the further expansion of the UK division. Mr Lawrenson has been appointed managing director of Robert-Fraser Insurance Brokers (UK) and Mr Jackson as a director.

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ON THE EVE of the closure of the firm on the 7th November, the Nivison family would like to express their profound gratitude to all present and former members of the firm and its Clients for their great loyalty over very many years.

We are saddened that the changes now taking place in the City of London have made inevitable the closure of a family firm and the ending of a tradition built up over the past hundred years. We would like to take this opportunity of wishing all past and present members of the firm every success in their new careers spread far and wide throughout the City of London.

This announcement appears as a matter of record only.

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HIGHLIGHTS FROM 1986 RESULTS

FROGMORE ESTATES PLC

Highlights from the audited results for the year ended 30th June 1986

- Pre-tax profits of £1,082m, up 9%.
- Dividend up by 10%, covered over three times by earnings.
- Net assets now £87.0m, 249p per share, up 11%.
- Contracted rent roll up by £1.42m (+21%), to £8.25m. A significant proportion is from pre-lettings. Substantial additions have been made since the year end.
- The Company is resolved to expand the scale and scope of its property activities and major new acquisitions have already been made and will continue to be sought.
- The Company's financial strength enables us to view the future with confidence.

FROGMORE ESTATES PLC

The Company's Report and Accounts will be available in mid-November. Please ring Ware (0820) 830033 to obtain a copy.

CONTRACTS

Testing Jaguars worldwide

GENRAD, Maidenhead, has an order for the supply of electronic diagnostic test systems, for delivery to Jaguar dealers throughout the world. Valued at £8.5m, the order includes the development, manufacture and supply of some 775 systems. A feature is the software, which has been developed for the application by Citrus Design, in Manchester. The diagnostic routines are menu-driven. The vehicle mechanic responds to the system prompts using a 16-key pad. Operator messages are presented in English, French, German, Italian, Spanish and Dutch, according to the location of the authorised dealer. The system includes extensive graphics capabilities. These illustrate the precise location of, say, a connector, and the method by which it can be accessed to allow fault finding. The system also has comprehensive self-diagnosis capabilities. The parent company, GenRad Inc, is based in Phoenix, Arizona.

contracts were awarded by Statoil, the Norwegian state oil company. Detailed engineering was by Foster Wheeler Energy of Reading.

IDC, Stratford-upon-Avon, has been awarded £2m design and management contract by Wanner Lambert for work to be carried out at the Parke Davis & Co plant at Pontypool, Gwent. The contract calls for an expansion of production facilities in the main manufacturing building without disrupting the production and packaging of pharmaceutical products.

WAKEFIELD STORAGE HANDLING has won contracts totalling over £300,000 for its automated movement systems. They include one of the firm's biggest orders for conveyor systems, worth £250,000, being set up at Prim, Manchester-based supermarket merchandising company.

Barclays Bank has placed an order worth £2m for two image processing and archival systems from OCR SCANDATA, UK subsidiary of the American company BancVue. Barclays will be using

the systems in its Barclaycard Visa credit card operation, for processing up to 150,000 customer payment transactions per day. The systems are scheduled for installation during the first quarter of 1987.

A £247,000 order from South Wales Electricity Board has been placed for FERRANTI supervisory control and data acquisition system.

HUNTERPRINT GROUP has been awarded £2m contract for Sunday Publishing HunterPrint will be printing the 16-page tabloid format section on its high speed Harris M1000X press at its Peterlee plant.

STOBNO, has won a contract with London Electricity Board worth £950,000 for the supply and installation of a trunked radio network comprising the ARCSWITCH II control system. Stornophone 6000 mobile radios as well as a number of the Stornophone 4,000 direct dialling handportables.

Rotherham

Steel and coal cuts have drained this South Yorkshire town of jobs. But it claims one of the best aid packages to replace them

Awash with aid for jobs

ROTHERHAM claims to have the best aid package in England. It has development area status, an enterprise zone and is both a steel and coal closure aid area. This combination entitles it to European Community funding as well as help from Government and the two job-creation funding agencies for the closure areas, BSC Industry and British Coal Enterprise.

Businesses can receive regional development grants and regional selective assistance. In the enterprise zone they are also entitled until August 1993 to a rates holiday, 100 per cent capital allowances, exemption from development land tax and industrial training levies, fewer requests from government for statistical information and a relaxed planning regime.

On top of that, European Coal and Steel Community loans are available at reduced rates for projects creating jobs for former miners or steelworkers. Even if they do not, they may still qualify for special rates from the European Investment Bank.

More than 1,700 mining jobs were lost in the area in 1985 after the national pit strike and British Coal plans for 2,000 more redundancies in this financial year, further eroding the local economic structure. Almost all remaining collieries have a good long-term future. The biggest, Silverwood (right), which employs 1,300 people, is very profitable, while Maltby will take another 600 on to its staff and £200m is being spent on a new shaft.

Other financial aid is obtainable via the urban programme. Rotherham Borough Council also operates a wage subsidy scheme for small businesses employing less than 25 people. It is worth £39 a week for six months for every unemployed person taken on, the money coming from the European Social Fund.

Mr John Northcott, of BSC Industry, thinks that Workington may be able to equal Rotherham's package in many respects, but it is relatively remote from the rest of Britain. Rotherham is bisected by motorways, with its town centre nesting in an elbow of the M1 at its junction with the M18.

The rush of companies into its enterprise zone should therefore surprise no one. Mr Peter Fairholm, Rotherham's assistant director of planning, who heads the borough's industrial development unit, says that 2,000 jobs have been created in the zone by 60 companies since its design-

ation in 1983. Most companies have come from within 60 miles but the jobs are nevertheless new to Rotherham. Paradoxically, however, the effect on the unemployment rate has still to become obvious. It is stuck at 20-plus per cent, with youth unemployment at 37 per cent and up to 47 per cent in pockets. There are two reasons: the first goes back nearly 30 years, when Rotherham first discovered

the shock of sudden, mass unemployment — long before it became commonplace elsewhere. In 1962-71, 11,000 jobs were lost in the coal and steel industries. Before this Rotherham and its hinterland was one of the biggest centres of electric arc steelmaking in the world, surrounded by a sea of coal. The National Coal Board and British Steel Corporation were the principal employers.

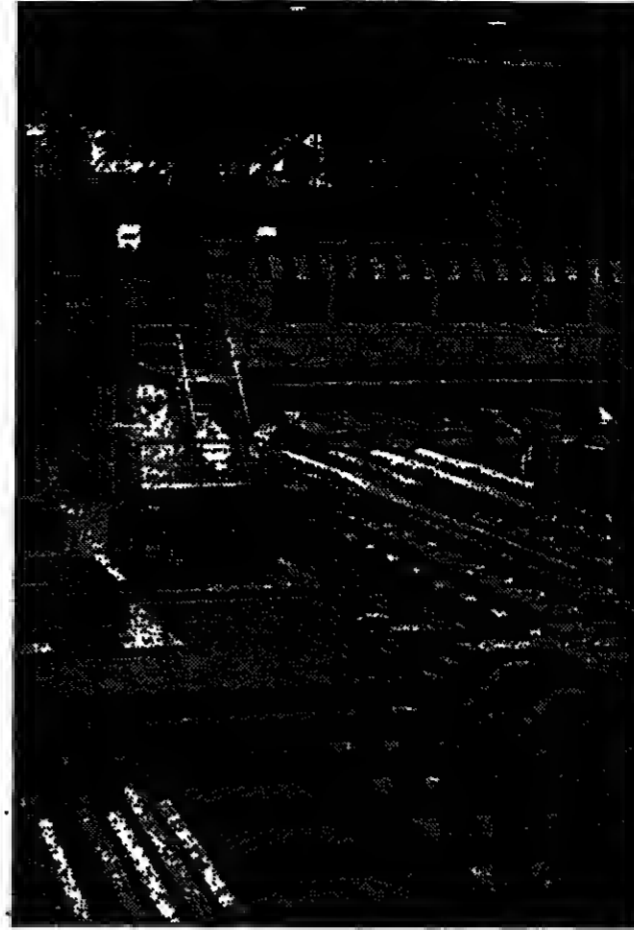
More than half the workforce of about 100,000 was dependent on the industries. The onset of

more capital-intensive techniques, saw the first large-scale shedding of labour in the area.

Today, there would have been an aid package to offset the job losses. Then, the importance of small business was less well recognised—and there was an assumption that people would migrate to work elsewhere.

They did — mainly to the neighbouring towns of Sheffield, Doncaster and Barnsley. But they did not sell their homes. With 250,000 people Rotherham is small enough to stick together well as a community. Indeed, not only has it not suffered depopulation, but it is the fastest-growing metropolitan borough outside London, with a compound rate of 3 per cent a year.

After the wave of structural unemployment ended 15 years ago, Rotherham found itself with 30 per cent of its workforce commuting. Now many new jobs go to people who want to stop commuting. This means that the effect of many new jobs is not to reduce Rotherham's unemployment, but to create vacancies where the returning workers had their old jobs.



Continuous casting of molten steel into semi-finished billets by United Engineering Steels. A similar bloom-casting plant will raise Rotherham into the world league, according to UES chief executive John Pennington (above).

The second reason why the creation of new jobs is not bringing down unemployment rates is that more are still being lost in a second big wave of structural unemployment. Throughout 1981-85, 2,351 jobs went in coal and 4,140 in steel.

There was a severe knock-on effect in related industries such as mechanical engineering and metal goods, which led to at least 10,260 job losses. In September 1981 there were 32,400 people in work in the town, which means that at least one in eight jobs were lost.

And this does not take account of the collapse of companies employing fewer than ten people. Records are easy to check only where more than 50 redundancies were involved, so the true figure is almost certainly higher.

Collapse of employment in the industries forming the pillars of the local economic structure is, however, the main source of distress for the community. In 1985 more than 1,700 mining jobs were lost following the end of the national pit strike—and British Coal has planned for 2,000 further redundancies in the area during the current financial year. New jobs in the enterprise zone can only begin to reclaim the ground lost to this sort of tide.

"But I hope we have bottomed out," says Mr Fairholm. Signs are good in the steel industry, with the formation of United Engineering Steels out of the special steels divisions of BSC and GKN. This is the high technology end of the steel industry and UES's senior management believes it can take on the world.

High technology is also what modern coalmining is about. Re-

cent closures of three pits have included Cortonwood, the sparking point for the national coal strike of 1984-85, but nearly all the collieries remaining have a good chance of long-term survival.

They include Maltby, where £200m is being sunk into a new shaft. It employs 1,200 and will be taking on another 600 next year for new coal faces. The biggest colliery, Silverwood, employs 1,300 and British Coal says it is very profitable.

Both of the basic industries, then, seem reduced to their barest, but most promising essentials. What this means for Rotherham is that things may well not get worse from now on. Has it therefore got the resilience of spirit to use its aid package effectively and reclaim the lost ground?

Mr John Bell, the borough's chief executive, says: "We have not lost our pride. We are determined to survive and thrive." He believes that a major plus in job-creation is that most of the workforce is either skilled or semi-skilled. He says that people are loyal, and used to shiftwork, and getting on with the job. Molten metal waits for no man.

Communal pride is manifested in small but significant ways. The suburbs are tidy. Front doors look as though they are painted regularly, front gardens are in neat order. The town centre is clean. The borough boasts that it always does well in the annual Britain in Bloom competition.

More important, though, is a very evident team spirit. Public and private sectors work together pragmatically and with seemingly genuine wholeheartedness. This has been helped by the remarkable emergence of the chamber of commerce, whose president, Mr Peter Lee, is 35 and the youngest head of a chamber in Britain.

A commercial solicitor specialising in taxation, he had wide contact with the business community and was concerned that the chamber had become a club for big employers. He has pushed to make it relevant to business needs, with the result that membership has risen from 90 businesses to 280 in 30 months.

It was the chamber, that starts Rotherham's enterprise agency and still has it under

its wing. The chamber also started and runs the town's youth training scheme in the commercial/retail sector. There was even proper consultation with the local authority over this year's rates, with better mechanisms proposed for the next round.

Size has a lot to do with the way things are working. Bigger boroughs, such as the neighbouring City of Sheffield — split more easily into camps, and factions within camps. Bargaining and compromise have to precede every joint initiative, with common ground often confined to very specific or small issues.

In Rotherham there is little room for factionalisation. The common enemy, unemployment, cannot be hidden in an inner city from which everyone flees each evening. The piece is not big enough to allow middle-class decision-makers that sort of escape.

The widespread and single-minded attitudes these engineers will probably do Rotherham more good than its vaunted aid package, however much it is needed to spur an initial momentum.

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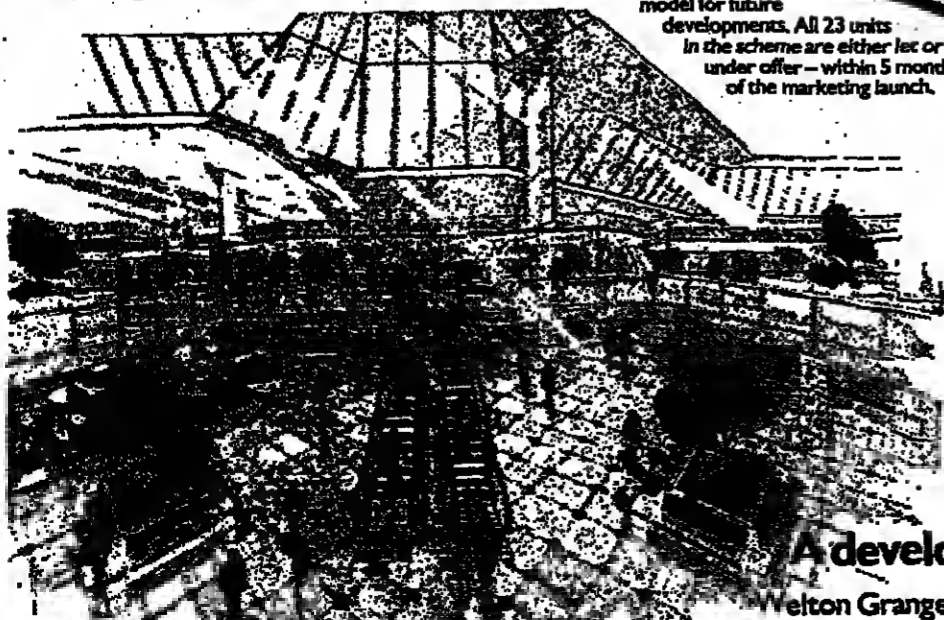
Parkgate

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Parkgate is the most exciting and spectacular new retail and leisure environment in the UK — and it's taking shape less than a mile from Rotherham town centre. It will revitalise the area and offers unlimited scope for retailers.

Construction of the new 1.5 million square foot Regional Shopping Mall and the 436,000 square foot retail park is fast moving ahead, with over 600,000 square feet of accommodation already let to some of the biggest names in British retailing.

Retail World will be the largest retail park in the UK and, we believe, the best designed. Stadium have insisted that every unit is faced with identical architectural cladding — a high quality finish around 8 times the cost of normal cladding, and the dramatic entrance features and covered walkways will be the model for future developments. All 23 units in the scheme are either let or under offer — within 5 months of the marketing launch.



Stadium

A development in conjunction with Rotherham R.M.B.C.
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The Regional Shopping Mall will accommodate a massive 1.5 million square feet of shopping and leisure activities. Already Debenhams have agreed to take a 180,000 square foot store within the Mall, becoming the first important anchor tenant. Their theme store will be a new, full line outlet, an internationally inspired design based on the 'end user' concept. The huge capital investment will make this one of the most exciting stores in the UK.

The Mall has an upper level fromage of almost half a mile, with 3 distinctive glazed entrances from the surface car park. There are two extensive main shopping levels linked by a series of full-height circulation atria which open into both levels below large glazed roof pyramids. Escalators and glass lifts give easy customer movement, and views over the retail area.

The Mall features broad boulevards, a central square with fast food court and is designed to give a warm and friendly ambience, with good natural light and sympathetic landscaping. The Mall will offer a tremendous variety of retailing including speciality shops, a superstore, variety stores and the large Debenhams, in all ranging from 1,000 to 180,000 square feet. Vertical service cores will serve all units. The huge surface car park adjacent to the Shopping Mall will accommodate over 8,000 cars.

To compliment the shopping there will also be a large leisure centre including a ten screen cinema, nightclub, disco and entertainments complex. Parkgate is fast becoming a reality and with new roads, motorway improvements, fast and frequent coach and bus services and a new railway station linking Parkgate to Sheffield, Doncaster and Barnsley, it's destined to become the biggest attraction in South Yorkshire.

Why not be part of its success?

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ROTHERHAM 2

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A PICTURE of the Queen dominates the wall behind the chairman's seat in the boardroom of the Rotherham Enterprise Agency. But this is no usual patriotic portrait of the Monarch. It was taken underground at Silverwood Colliery where, clad in overalls and safety helmet, she was chatting to the colliery manager.

The manager, Mr Peter Lawrence, no longer works down the pit. Like 2,381 of his Rotherham colleagues between 1981 and 1985, he has left the industry, in his case volunteering for redundancy. The picture is on the wall because he now runs one of the agency's managed workshops and this is a good way of showing what British Coal used to think of him.

More pictures of royalty are on the opposite wall. This time it is a series of Prince Charles meeting members of the agency's board. This shows what he—as president of Business in the Community, the umbrella body for all enterprise agencies—thinks of Rotherham. It is as though the pictures represent "before" and "after" in Rotherham's local economic turmoil of the 1980s. There is a gap between monarch and heir which is heavily, if unintentionally, symbolic.

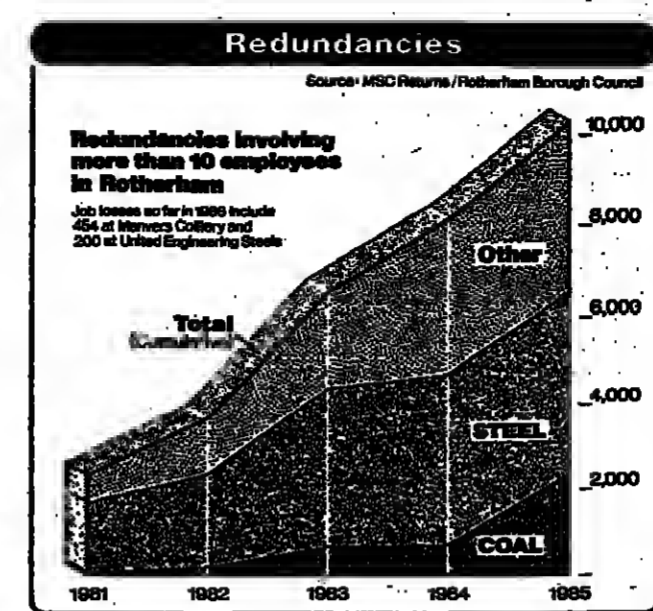
Physically the boardroom is filled with the table and chairs for the agency's directors to sit and discuss job creation policies. The table's existence symbolises Rotherham's struggle to pull itself up by the bootstraps of its own small businesses.

It needs to do so not just because of the scale of job losses in steelmaking and coal mining that have hit Rotherham in the last few years. Two decades ago more than half of Rotherham's working population was in coal or steel. This was the base of the economic structure and it was very vulnerable, as events proved.

The structure was a top-heavy pyramid. A new pyramid is being built now, with hundreds of small businesses at the base. The effects are already apparent: last year Rotherham Borough Council published a catalogue of products and services, grading the businesses named by size. There were 156 businesses employing between one and 25 people; 54 with between 26 and 100 employees; 34 in the 101-500 range; seven in the 501-1,000 bracket and only two in the 1,000-plus category.

The catalogue is not comprehensive. The borough, the health authority and British Coal—all with more than 1,000 employees each—are not included, for example, but it serves to illustrate how things are changing.

The Enterprise Agency was founded by the revived and vigorous chamber of commerce and still remains under its wing. It is chaired by Mr Peter Moran of Beaton Clark and he



will be succeeded by the chamber's driving force, Mr Peter Lea, a solicitor who specialises in a few, when steps down as the chamber's president.

Mr Ted Lumness, a former colliery manager, is the agency's third director. Two British Steel men preceded him. BSC Industry and British Coal Enterprise, set up by the nationalised industries to help job creation in the areas where they have been the main creators of unemployment, have been big backers financially. Other support has come from the local authority and all of Rotherham's bigger employers.

Mr Lumness says: "I get criticised for being bullish, but this is one of the most rapidly expanding enterprise agencies in the country."

Some of the agency's initiatives have been funded substantially by British Coal, the European Regional Development Fund and the Urban Pro-

gramme, and have also had private sector support. They include managed workshops and training centres, making use of disused industrial property to full effect.

Mr Lumness, when still with British Coal, could see what might be needed, so he made sure that concrete rafts were left intact when the buildings on them were demolished. The result has been that industrial units for small businesses have been built for only £15 per sq ft instead of £45.

The agency processes regional development grant applications as well as soft loans from British Coal Enterprise and BSC Industry. The latter bodies usually step in where finance may have been difficult to obtain from normal sources.

Mr Lumness points to 320 start-ups in the last two years. Of these 180 were people joining the enterprise allowance scheme, which pays £60 a week for a year while people struggle into self-employment. Only three have failed.

BSC Industries has just appointed Mr Vernon Smith, a senior manager with a lifetime's experience in the industry, as regional manager for Sheffield, Rotherham and South Humberside. He will work closely with enterprise agencies in the region, whose staff he regards as "front-line troops" in the battle to generate jobs.

He thinks that the emphasis

is likely to change from start-ups to development of established businesses over the next few years. He will be setting up a network of counsellors from the ranks of people like retired partners from accountancy practices. They would also form a pool from which to draw non-executive directors appointed by a growing business's financial backers.

Mr Smith believes that finance and marketing are likely to prove the two biggest weaknesses in Rotherham's small business sector. Certainly, there is already a good base of household were unskilled and 11.7 per cent semi-skilled. The figures were slightly worse nearer the inner area of the borough, but the proportion of people with skills suggests that those who have to set up on their own will have something to build on.

Perhaps that is why Mr John Northcott, business development manager of BSC Industry nationally, says that Rotherham should not be regarded as a steel closure area but an "opportunity zone."

Given the scale of the problem, perhaps this is the sort of optimism which Mr Lumness and Mr Lea have in abundance—that Rotherham needs to have any chance of succeeding.

Ian Hamilton Fazey

Steel

Continuous casting in a world role

ROTHERHAM is where the bulk of Sheffield's steel was always made. The steel industry employed 30,000 people there 20 years ago, 10,000 during the 1970s, but fewer than 5,000 now. But although decline may look inevitable and continuous, the figures hide the truth.

What is left is aggressively confident with a young workforce. The main employer is no longer the British Steel Corporation (BSC) but a new company, United Engineering Steels (UES), formed this year by the merger of the special steels divisions of BSC and GKN.

The 50-60 company is in the private sector, with no pool of BSC money to dip into if anything goes wrong. Rotherham is one main steelmaking centre, the other is Brymbo in North Wales. Other steels are being made in Sheffield and Wolverhampton, while forging plants are at Lincoln, Sheffield, and in Bromsgrove, Kidderminster, and the Black Country.

Rotherham's importance is not that it remains, as it always has been, the centre of electric arc steelmaking in Britain, nor even that it houses the corporate headquarters of the new group, but that it is where UES has decided to sink its most

crucial investment.

This is a £60m, technologically advanced plant that UES believes will enable it to compete at the top of the world league.

Most of the money came from the Government via the BSC. The centrepiece is a bloom casting plant—a means by which steel is cast continuously, passing from molten stream into semi-finished bars without having to be cast into ingots first and then rolled into bars of successively smaller cross-section. This cuts out a stage, reduces energy demands and leads to much higher productivity.

Billet casting of other special steels is also a major part of UES business. Modern technology makes this a continuous process, too, rather than a traditional batch one. Billets are large diameter pieces of steel that are machined into engineering parts.

Mr John Pennington, chief executive of UES, is confident the billet casting plant is world class. "The new bloom casting plant will be one of the biggest of its kind, making 1m tonnes a year. Technically it will be the best in the world. Rotherham will be on the international map in the modern era, not just for what it was in the past."

The result, he argues, is a business that can take the Continental Europeans on. "We have also removed a great deal of uncertainty. We all know where we are going to be for the next few years," he says.

UES as a whole is now Europe's biggest producer of engineering steels, employing 11,000 and turning over £60m. In Rotherham there are 3,444, plus 147 headquarters staff.

The confidence is shared by Mr Peter Rafter, director of commercial services. "We make high quality engineering steel, with 60 per cent of our output going to the automotive industry. Our objective is to give the Rotherham plant the best world operating standards so that we can compete with the best in the world."

One aim is to knock out competing imports. Another is to build a track record that will take the company to public flotation within five years.

The Rotherham plants were breaking even at UES's inception and are now in profit. This is particularly important given that for every steelworker's job there are three or four others dependent on it among the

suppliers of goods or services which the industry needs.

"The workforce understands the stakes and places on them in understanding the local economic infrastructure. The pride is coming back in performance. People's morale had been knocked about. Now they are determined to show what they can do," Mr Rafter observes.

BSC itself is still in Rotherham, employing nearly 650 at the Brimsworth strip mill. There is also a small staff at Trethewey Grange, headquarters of BSC's General Steels Division, while Swindon House, a complex of buildings housing the corporation's extensive laboratories, adds further to its continuing presence in the town.

While UES still has to prove itself by taking bigger shares in the world market place, however, the London and Scandinavian Metallurgical Company (LSM), a supplier to the steel industry, already has.

The Queen's award flag for export achievement was hoisted on the company's flagpole this morning but from the jobs point of view, something more significant has been taking place—LSM has been taking people on, after slimming down drastically during the recession.

Mr John Bradbury, the works director, says: "Ten years ago we employed 550. That dropped to 350. We are now taking people back on because of growth."

The company's core business is in the chemical and metallic products which the iron, steel and aluminium industries need to make modern alloys, as well as these superalloys. It also makes welding electrodes, products for the hard facing on tools and bits, pure chromium metal for use in turbine blades, and refractory tiles.

It has also used its expertise to achieve some very successful diversification. Its refractory tiles—used for lining steel-makers' tundishes, for example—are also produced as fireproof ceiling tiles. All types are quality-assured to BS5750, with full accreditation from Lloyd's. It cost LSM £80,000 to get up to scratch but it then passed first time. "It gives us an edge in the world," says Mr Michael Bryant, international market manager.

One rare earth, cerium, was once used more widely than now in the steel industry. The market would probably have

become uneconomic and the expertise withered had LSM not developed a range of basic polishes based on cerium oxide, now used worldwide for polishing optical lenses and precision instruments.

The experience encouraged it to develop alumina-based polishes for plastics and semiconductors, the growth sector of the polishing industry. Every window in Luftansa aircraft is polished with an LSM product.

The company, part of the US-owned Metallurg Group, has been in Rotherham for nearly 40 years and turns over £80m of production there, as well as merchandising other Metallurg products. About 70 per cent of its Rotherham output is exported.

LSM is a world leader in the highly specialised, high technology, master alloy industry. It makes the alloys used to refine the grain in aluminium castings—a finer grain means better strength for weight—as well as a range of other master alloys for the aluminium industry, accounting for 45 per cent of output.

About 30 per cent of output goes to the iron and steel industry. The forms in which the products come have been developed to match new steel-making technology, such as continuous casting.

The problem is how to add the alloying materials in the correct quantities. LSM supplies in powder form, or as cored wire, so that addition can be continuous too, with its main aluminium grain refiner, TIBAL—a mixture of titanium, boron and aluminium—60 per cent of production is in coiled rod form for easy addition to any melt.

LSM has also got the world's aluminium "tapping tablets." These are large tablets called Altab, each about 4 ins in diameter and an inch thick and a 75 per cent concentrate of chromium, magnesium or some other alloying metal.

High technology, then, is alive and well and forcing the pace of change in Rotherham. The steel industry may have seen a cataclysmic collapse in numbers employed, but there is now widespread optimism about where it is going from here.

Ian Hamilton Fazey

Why more magnets are being attracted to Rotherham.

In 1984 Magnet Metals, part of the Magnet & Southern Group, opened their first factory in Rotherham Enterprise Zone, manufacturing their new thermal-efficient windows. They now occupy a further 64,000 sq. ft. building with development of a third site in the pipeline.

In fact, Rotherham is proving very attractive to other magnets, too. US-based IG Technologies started to assemble magnets for computers there in 1984. Swift Levick Magnets Limited, who began manufacturing magnets in the UK over 100 years ago, moved their head office and factory to Rotherham in the same year, and are considering a new factory in the Enterprise Zone.

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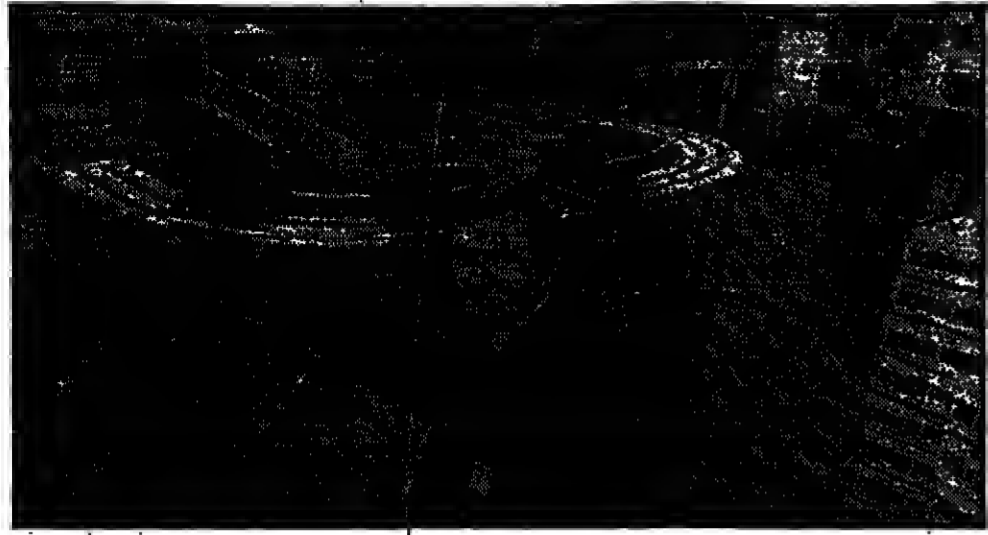
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ROTHERHAM 3

FT REGIONAL REPORT



John Clark in front of the Beatson Clark glass container production line

Business rooted in glass

There is a strong chance that the bottle of medicine in your cupboard can be traced back to Rotherham.

The company of Beatson Clark with its headquarters here produces something over half the bottles used in the pharmaceutical industry in Britain.

The small bottle market is a specialised business and at times a vulnerable one, given the radical changes in the way medicines are packaged. Two company production lines have had to be closed in the face of a falling demand as glass bottles are replaced by strip and "blister pack" plastic containers.

But faith in the glass bottle is as strong as the family link to this mainstay in the town economy. A strong will to carry on the company's 250-year history has doubtless been behind the thinking of management as they worked to turn a £434,000 loss in 1984 to a profit of £1.8m before tax last year.

Mr John Clark, the managing director of Beatson Clark, traces his family link with the company back to 1783. His father, Alec Clark, wrote a book shortly before his death last year which is both a testament to the company's commitment to this part of South Yorkshire and a remarkable record of the history of glass production.

"... If one has roots implanted so deeply as I have in a town like Rotherham," he wrote, "it is far better to stay there if possible. At least

Profile: Beatson Clark

one should retain a foothold in that town, whatever the attraction of travel. One can always return home."

In the face of a declining glass bottle market, the company broadened its base, looking for openings in the food market for its range of smaller glass products, buying a packaging and giftware company in Australia and a packaging company in Holland. The company also set up a plastics division last year which began production this year.

Mr John Clark, who following a managerial reshuffle led the turnaround in the company's fortunes last year, points to the growing role of exports. From nothing in the 1970s, sales abroad now amount to as much as one quarter of the company's £34.4m business. Currency fluctuations have led the small export team to look at the third world market to balance the dependence on the US and Australian markets.

Clark finds the company's position in Rotherham ideal for exports. The network of motorways can handle most of the shipments across the country, but the company would like to make more of the South Yorkshire canal system which links Rotherham to ports in Hull and Immingham. Barges currently bring sand for glassmaking

up to Rotherham but Clark would like to see finished glass products heading back towards the ports of continental Europe.

Clark thinks the company's rationalisation has efficiently tailored output to the market.

"My view is that the fall in demand is approaching its bottom. Then there will be opportunities for growth."

The glass bottle market is roughly flat at the moment and valued at about £50m a year. The penetration into the food market is promising and a five per cent hold will mean the company is doing well. But size of Beatson Clark's production will restrict this advance to small categories of glass jars such as for mustard or small jam jars.

"Glass as a packaging material remains unquashed. Its prime weakness is its fragility which is much emphasised in the public eye," Clark concludes.

Beatson Clark is likely to remain in the public eye of the town as one of its main employers. The works account for many of the company's 1,100 jobs (there are further plants at Barnsley, Bradford and Pinkston in Nottinghamshire). In Rotherham the glass industry has outlasted other traditional industries like steel and coal as a source of stable jobs.

"Through a Glass Clearly, by Alec W. Clark, Golden Eagle, £5.50."

Mark Meredith

Enterprise Zone

Discreetly tidying industrial past

ROTHERHAM'S Enterprise Zone has provided the opportunity for tidying up more than 260 acres of the town's industrial past. A steel mill, gas works and a coal fired power station have been torn down. The land reclaimed and factories built. Today, three years later, 76 companies function here. They employ 2,000 people in a part of Britain where one in five is jobless. Shortly the zone will have one of the country's largest retail complexes, a vast network of superstores, a shopping mall and acres of parking.

Its location and the package of Development Area financial incentives to new companies setting up here are hailed as among the most attractive in the country.

"The Enterprise Zone has had more impact on Rotherham than any other single package of incentives in the past 50 years," says Peter Fairholm, assistant director of planning at Rotherham Metropolitan Borough Council and the main administrative officer for the zone.

Peter Lee of Rotherham Chamber of Commerce sees the Zone as waving a flag—showing the town has pulled through the worst and is now working on a comeback. Accompanying it, he argues, has been a growing resolve for improvement among the industrial community in Rotherham.

Its designation in August 1983 cut through years of limited

progress towards environmental improvement. It also signalled the readiness of central government to do something about the downturn in the local economy. But for all its success, this Enterprise Zone must be among the most discreet in Britain. The zone has largely been allowed to run itself. Inward investment has not been heavily

cultivated and there has been no master plan for development of the area. Property developers have largely established the character of the zone, buying up the various tracts of land from the council or from British Steel.

Very little usable land is now available for purchase in the zone and long time residents like Magnet and Southern's glass processing works or Gloystare transport have faced problems trying to expand.

The Government's recent proposals for urban development corporations is an indication

opened their glass processing factory in the zone in December 1984. The company with its headquarters in Keighley, West Yorkshire, produces doors, windows, timber, plywood, wallboards and kitchen units. The factory at Rotherham is the kind the planners always wanted as it needed the skills available among the town's pool of redundant steelworkers and coalminers.

About 200 people are now employed in the factory which buys-in glass for toughening and coating. The factory covers over 200,000 sq ft and a unit

producing kitchen worktops is planned. Ideally, this would have been placed across the road from the plant, but this land is already taken up by a developer.

Gloystare nearby found the same problem. This company has grown from a two-vehicle transport company working out of an aeroplane hanger into an unexpected source of employment. Owner-manager Les Wilson has expanded his warehousing operations into a distribution and packaging centre for key clients, like Food Brokers, and employs around 200. It has built a new distribution centre along the South Yorkshire Canal outside the zone.

The importance for Wilson has been a big improvement in his company's image in its growing phases and the relief from a possible annual rates bill of around £60,000. Companies in the zone benefit from a rates holiday until 1993. Today 35 trucks are based here and many of them operate on trans-European runs.

Take the road past Magnet and Southern and Gloystare and at its northern end construction is already under way on a development that will completely change the face of Rotherham Enterprise Zone.

The Parkgate shopping centre — its first phase opens next year — will occupy nearly half

the developable space of the enterprise zone.

Mr Eddie Healey and his Stadium development company bought up 18 different parcels of land to develop the complex of retail warehouses, shopping mall, leisure centre and parking for around 10,000 cars.

The retail warehouse section of the park alone will be the largest in the UK with some 450,000 square feet of space.

This huge development is not without its critics nearby. Bright new retail facilities are about to spring up within a mile of the centre of Rotherham and could well pull much business away from the town shops.

Mr Healey is also criticised for developing a centre for people to spend money rather than generate it. Some members of the business community would have preferred to see more manufacturing to create lasting jobs.

Yet Mr Healey points out he has the blessing of Rotherham Council and predicts that the shopping centre will pull in customers from all over South Yorkshire bringing in spending power to Rotherham.

He says that although Rotherham is Britain's 30th most populous town, it ranks 106 in terms of its shopping facilities.

Mark Meredith

This enterprise zone must be the most discreet in Britain. It has been allowed largely to run itself.

Property

Development stirs up dormant market

THE ESTABLISHMENT of the Rotherham Enterprise Zone in August 1983 stirred up a property market that had lain dormant during years of industrial decline.

Industrial property agents like James Smithies of Simon Houlston report more enquiries over the past 12 months than for the previous three years. Ray Lambie at Eadon Lockwood and Riddle likewise says the market for lettings is excellent.

The zone cleared 260 acres of derelict industrial space. Companies wanting to set up in this area of South Yorkshire were offered a large array of advance factory units built by developers and a tempting package of financial incentives.

Apart from new factory space they were offered rates exemption until 1993, a 100 per cent tax allowance on capital expenditure on buildings, no development land tax and relaxed planning regulations. On top of these benefits the zone is in a Development Area and manufacturing and some service sector companies could qualify for job-related grants, and selective assistance.

About 600,000 sq ft of industrial buildings have been completed by developers inside the zone in units ranging from 1,000 to 20,000 sq ft with owner occupiers in custom built accommodation the exception.

According to developers roughly half the accommodation

in the zone has now been let. The market is strong enough to discourage outright sales and property agents are finding that tenants are not insisting on break clauses in their leases.

Companies looking for very large accommodation — over 20,000 sq ft — may be hard pressed unless they can find adjoining and unoccupied units.

Virtually all the available land inside the zone has been sold off although some areas have yet to be built on.

Mr Eddie Healey, a developer from Hull, has however carved out approximately half of the 200 acres in the zone for his proposed retail complex. This cost consideration has kept some companies out of

buy up 18 different parcels of land from 14 different owners.

While developers are fairly bullish today about the outlook for property, the market has taken some time to get going. Rents outside the enterprise zone have been low enough to outweigh the financial incentives of moving in.

Rents inside the zone today are around £2.50 a sq ft for units of around 10,000 sq ft. Units of between 2,500 and 5,000 sq ft can fetch £2.75 to £2.85.

Meanwhile, space outside in the Rotherham and Sheffield area can go for £1.50 or even lower for older properties. This cost consideration has kept some companies out of

the new developments over the first three years.

Roughly 300,000 sq ft is still available on modern estates in the Rotherham area. So while land for development has been exhausted, factory and warehousing space in several properties is still on the market in areas like Quintec Court and the Summit estate.

Agents have not noticed any appreciable rise in the office property market in Rotherham, but feel this could follow if extensive service sector companies move in and the need for office based back-up facilities rises.

Mark Meredith



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General Accident Fire and Life Assurance Corporation p.l.c.	Pilot Insurance Company (Reliance Group Holdings Inc.)	144,000,000
The Mutual Life Assurance Company of Canada	Western States Life Insurance Company	54,000,000
Metropolitan Life Insurance Company	Albany Life Insurance Company Ltd. (American General Corporation)	Undisclosed
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LONDON RECENT ISSUES

EQUITIES

Table of recent equity issues with columns for Issue Price, Annual Paid up, Last Date, 1986 High/Low, Stock Name, Closing Price, and % Change.

FIXED INTEREST STOCKS

Table of fixed interest stocks with columns for Issue Price, Annual Paid up, Last Date, 1986 High/Low, Stock Name, Closing Price, and % Change.

"RIGHTS" OFFERS

Table of rights offers with columns for Issue Price, Annual Paid up, Last Date, 1986 High/Low, Stock Name, Closing Price, and % Change.

Footnote explaining the data in the tables, including notes on prospectus estimates and dividend rates.

AUTHORISED UNIT TRUSTS

Main table of authorized unit trusts, listing trust names, managers, and various financial metrics.

FT UNIT TRUST INFORMATION SERVICE

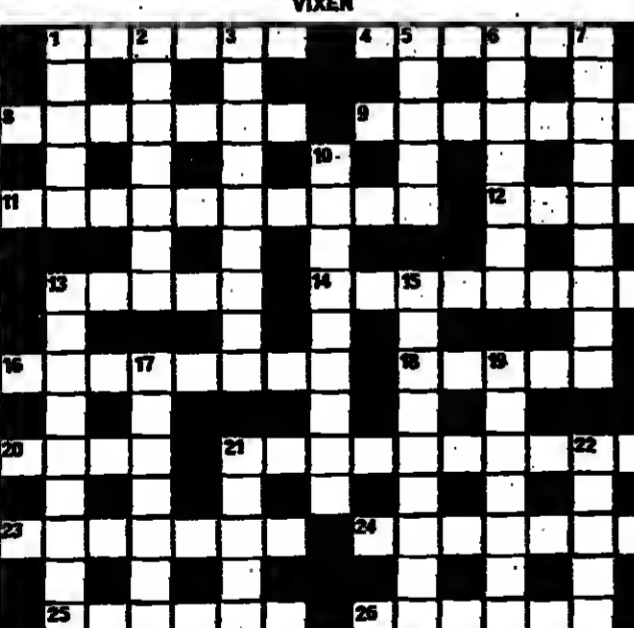
Table of FT Unit Trust Information Service, providing detailed data for various unit trusts.

JOTTER PAD

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F.T. CROSSWORD PUZZLE No. 6,163



- List of crossword puzzle clues, including 'ACROSS' and 'DOWN' categories with numbered items.

AUTHORISED UNIT TRUSTS & INSURANCES

Main table containing financial data for various trusts and insurance companies, including names, addresses, and numerical values.

INSURANCES

Table listing various insurance companies and their details, including names, addresses, and contact information.

Handwritten Arabic text at the bottom center of the page.

INSURANCE, OVERSEAS & MONEY FUNDS

Table listing various insurance and overseas funds with columns for fund name, value, and change.

Table listing insurance and overseas funds, including entries like 'British Overseas Investment Ltd' and 'Foreign & Colonial Investment Ltd'.

Table listing insurance and overseas funds, including entries like 'NEX Britannia Int Ass Ltd' and 'The New Zealand Fund'.

Table listing insurance and overseas funds, including entries like 'Schroder World Services (Jersey) Ltd' and 'Warburg Investment Management Jersey Ltd'.

Table listing various money funds with columns for fund name, value, and change.

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OFFSHORE AND OVERSEAS

Money Market Trust Funds

Bank Market Money Accounts

TRADITIONAL OPTIONS

Table listing traditional options with columns for option name, value, and change.

Notes section providing additional information and disclaimers regarding the fund data.

COMMODITIES AND AGRICULTURE

US aluminium strikes peter out

BY DAVID OWEN IN NEW YORK

THE US Aluminium sector's troubled season of labour disputes and lost production appears to be over at last. Workers at two of the three plants... smelter will change little as a result of the return to work...

smelter will change little as a result of the return to work, a company official said. Prior to the dispute, which began on July 31, the plant was operating at some 75 per cent of its 180,000 short tons a year capacity...

that the sun begins to shine in November," says Mr. Peter Mermer, basing his optimism on the assumption that companies will need to return to the market having exhausted stocks purchased earlier in the year as a strike hedge.

LONDON MARKETS

FEARS THAT peace might break out in two long-running zinc industry labour disputes sent long-holders of the metal scurrying for cover on the London Metal Exchange yesterday. The cash price fell 23 to \$50.50 a tonne as the market responded to expectations that fresh proposals might end the 18-week strike at Noranda's Valleyfield smelter...

In the longer term, the outlook for primary aluminium production in America remains bleak. This is in spite of the fact that all major US producers have now secured wage concessions since 1985 and have benefited this year from the weak dollar.

Nevertheless, many Western European producers must now be glancing anxiously over their shoulders as their US counterparts, long-regarded as the western world's swing capacity, succeed little by little in becoming less uncompetitive.

INDICES

Table with columns: REUTERS, DOW JONES, and various index values for different dates and times.

MAIN PRICE CHANGES

In tonnes unless otherwise stated.

Table showing price changes for various metals like Aluminium, Copper, Gold, Silver, etc., with columns for 'Oct 27' and 'Oct 28'.

US MARKETS

COFFEE FUTURES disappointed many observers, as the market again failed to find convincing follow-through after a firm opening, reports Helms. Expectations of an extension of the constructive Monday close above important downward lines were dashed when suspected commission house and computer firm interest petered out at 1:30 in the December position.

Some observers saw this as evidence that further consolidation is necessary before the generally anticipated move upwards is convincingly achieved. Gold futures firmed steadily in pedestrian conditions, gaining over \$5 at the point before setting back to close a net \$3.6 up on the day at \$412.90 per ounce in December.

LCE 'needs new members'

BY ANDREW GOWERS

THE LONDON Commodity Exchange, the cocoa, coffee and sugar futures market, needs to admit new members and to promote itself more aggressively in order to boost liquidity, according to a comprehensive survey of member companies published yesterday.

traders who deal on their own account would be of overall benefit to the Exchange. It found a majority in favour of moving away from the current separation of individual markets to an open-plan system...

More EEC grain heading for Moscow

By Tim Dickson in Brussels

FURTHER evidence emerged yesterday that the Soviet Union has been buying large quantities of EEC grain in recent weeks. Its latest purchases may amount to as much as 1m tonnes on top of the 1m 600,000 under a much-publicised deal late last month.

ALUMINIUM

Table showing aluminium prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

COPPER

Table showing copper prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

COFFEE

Table showing coffee prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

CHICAGO

Table showing Chicago market prices for various commodities like live cattle, hogs, and hammers.

Ivory Coast breaks cocoa crop record

THE IVORY COAST produced a record 580,000 tonnes of cocoa during the 1985-86 (October-September) season, Denis Eric Kanon, the Agriculture Minister, told a meeting of local buyers and officials yesterday, reports Reuter from Abidjan.

Tin stock action deferred

MEMBERS of the Association of Tin Producing Countries (ATPC) have deferred for one month any action aimed at ending the current price depression, reports Reuter from Jakarta.

Oil hit by discount rumours

OIL MARKETS were left somewhat scared yesterday following rumours - subsequently denied - that Saudi Arabia was offering discounts of up to 50 cents a barrel on sales of crude oil to US customers.

Cut in soya sales costs Brazil \$900m

A CRASH in soya exports has cost the Brazilian Government about \$900m in export earnings, according to a Finance Ministry report. But harvests of Brazil's main grain products are expected to make a major recovery this year.

Mr Saxon Tate, the LCE chairman, has been campaigning for structural reforms on the grounds that they would help the Exchange get new contracts - in particular traded options on its existing futures contracts - off the ground after its 24-hour trading link based on Comex's gold futures contract. The two sides had agreed, however, that detailed consideration of the matter would have to wait until after the Sydney Futures Exchange had been assigned to study various options and make recommendations in a month's time.

Dr Suharto, Indonesia's Mines and Energy Minister and the current ATPC chairman, said the group's executive committee had been assigned to study various options and make recommendations in a month's time.

One option, the Indonesian Minister said, was to freeze members' output so as to speed up the depletion of the 79,000 world stockpile.

The level of subsidy which the EEC is now prepared to grant is being kept under review in recent weeks and now represents about three quarters of the average intervention price for wheat - is a clear sign that the officials who manage the market are keen to take advantage of the currently strong Soviet interest.

LEAD

Table showing lead prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

NICKEL

Table showing nickel prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

TIN

Table showing tin prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

POTATOES

Table showing potato prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

Price slide reduces reserves

BY MAX WILKINSON, RESOURCES EDITOR

A CHILLING preview of the likely effect of the fall in oil prices on the depletion of the world's oil reserves and oil companies' financial positions is provided in a report by Arthur Andersen, the US-based accountants.

and production (the replacement ratio) was also down sharply from 84 per cent in 1984 to 59 per cent last year. However, 1984 was an unusually good year and the replacement ratio last year was better than in the first three years of the decade.

The report comments that the sharper cut back in exploration this year "will inevitably lead to serious erosion of domestic productive capacity (in the US) and increased reliance on imported oil."

WHEAT

Table showing wheat prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

SILVER

Table showing silver prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

MEAT

Table showing meat prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

SOYABEAN MEAL

Table showing soyabean meal prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.



Sheikh Yamani, the Saudi Oil Minister

GOLD

Table showing gold prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

GRAINS

Table showing grain prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

WHEAT

Table showing wheat prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

SUGAR

Table showing sugar prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

WHEAT

Table showing wheat prices for various grades and contracts, including 'Unofficial + or -' and 'High/Low' columns.

Oil hit by discount rumours

Oil markets were left somewhat scared yesterday following rumours - subsequently denied - that Saudi Arabia was offering discounts of up to 50 cents a barrel on sales of crude oil to US customers.

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FOREIGN Dollar... MONEY MARKET... LAT CRE... MET

CURRENCIES, MONEY & CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar eases in nervous trading

THE DOLLAR finished below Monday's level yesterday amid speculation that tomorrow's US trade figures for September would be worse than expected. Trading was confined to the recent trading range...

The pound improved against a weaker dollar to close at \$1.4180 up from \$1.4170 on Monday. It was slightly weaker against the D-Mark, however, closing at DM 2.8775 from DM 2.8800 and SF 2.3700 compared with SF 2.3625. It was higher against the yen at Y228.75 from Y228.00 and FF 64.125 from FF 64.100.

Further decline in the rate of West German inflation appeared to have little effect. The dollar closed at DM 2.8200 from DM 2.8445 on Monday. JAPANESE YEN—Trading range against the dollar in 1986 is 262.70 to 332.35. September average is 264.67. Exchange rate index 268.6 against 261.6 six months ago.

FINANCIAL FUTURES

Auctions likely to dominate

TRADING TODAY on the London International Financial Futures Exchange is likely to be dominated by two auctions. Early indications last night were that the auction of 7-year notes by the US Treasury might not be a great success.

December US Treasury bonds opened at 98-10, boosted by a strong close in Chicago and Sydney. After falling to 98-08 the contract rose to 98-15 on the reopening of Chicago and touched a peak of 98-18, before falling back to 98-08 and closing at 98-03, compared with 98-02 previously.

December gilts contract yesterday afternoon. December long-term gilt futures opened strong at 110-18, boosted by a firm start by sterling against the dollar on the foreign exchanges.

STERLING—Trading range against the dollar in 1986 is 1.5550 to 1.7200. September average is 1.4711. Exchange rate index 67.8 against 67.7 at the opening and 67.8 at Monday's close.

Sterling showed little overall change in rather quiet trading. There was very little to influence the market and with the dollar held in a range ahead of US trade figures, the pound level was steady. However, dealers suggested that the current spell of stability could easily be disturbed, especially since an automatic rise in domestic interest rates if the pound weakens has been ruled out by the authorities.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, and % change from previous day. Includes entries for Belgium, France, Germany, Italy, Netherlands, etc.

POUND SPOT—FORWARD AGAINST THE POUND

Table with columns for Term, Spot, and Forward rates. Includes entries for 1 month, 3 months, 6 months, 12 months.

£ IN NEW YORK

Table with columns for Date, Last, and Previous. Includes entries for 2 Oct, 1 Oct, 12 months.

STERLING INDEX

Table with columns for Date, Last, and Previous. Includes entries for 2 Oct, 1 Oct, 12 months.

CURRENCY RATES

Table with columns for Country, Rate, and % change. Includes entries for Australia, Canada, Denmark, etc.

DOLLAR SPOT—FORWARD AGAINST THE DOLLAR

Table with columns for Term, Spot, and Forward rates. Includes entries for 1 month, 3 months, 6 months, 12 months.

EURO-CURRENCY INTEREST RATES

Table with columns for Term, Rate, and % change. Includes entries for 1 month, 3 months, 6 months, 12 months.

EXCHANGE CROSS RATES

Table with columns for Country, Rate, and % change. Includes entries for £/\$, £/DM, £/FF, etc.

LIFFE LONG BILT FUTURES OPTIONS

Table with columns for Strike, Call, Put, and % change. Includes entries for 106, 108, 110, etc.

LIFFE US TREASURY BOND FUTURES OPTIONS

Table with columns for Strike, Call, Put, and % change. Includes entries for 98, 99, 100, etc.

LIFFE FT-SE 100 INDEX FUTURES OPTIONS

Table with columns for Strike, Call, Put, and % change. Includes entries for 100, 105, 110, etc.

LIFFE 250000 £ STERLING FUTURES

Table with columns for Strike, Call, Put, and % change. Includes entries for 106, 108, 110, etc.

LIFFE 250000 £ STERLING FUTURES

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PHILADELPHIA SE 250000 £ STERLING

Table with columns for Strike, Call, Put, and % change. Includes entries for 106, 108, 110, etc.

LIFFE 250000 £ STERLING

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LIFFE 250000 £ STERLING

Table with columns for Strike, Call, Put, and % change. Includes entries for 106, 108, 110, etc.

LONDON

Table with columns for Date, High, Low, and Prev. Includes entries for 2 Oct, 1 Oct, 12 months.

CHICAGO

Table with columns for Date, High, Low, and Prev. Includes entries for 2 Oct, 1 Oct, 12 months.

STANSTAD & PHONS 500 INDEX

Table with columns for Date, High, Low, and Prev. Includes entries for 2 Oct, 1 Oct, 12 months.

MONEY MARKETS

Flat credit and quiet trading

TRADING REMAINED very quiet on the London money market yesterday. Discount houses reported a reasonable level of inquiries from the new market makers in the money market...

requirements at the Bundesbank by the end of the month. Call money touched a peak of 4.65 per cent, but eased back after the central bank had announced its intention to increase the money market through currency swaps...

The recent operation by the Bundesbank to add funds to the market has been purely technical, and appears to have no implications for official credit policy. Banks ran down reserve holdings at the Bundesbank earlier this month because of excess call money liquidity caused by D-Mark flows into the banking system...

UK clearing bank base lending rate 11 per cent since October 15

Three-month interbank eased slightly to 11 1/4-11 1/2 per cent from 11 1/2-11 3/4 per cent encouraged by the improvement of sterling against the dollar. The Bank of England forecast a flat position on the money market, and did not intervene in any bills, but provided late assistance of around £25m.

FT LONDON INTERBANK FIXING

Table with columns for Term, Rate, and % change. Includes entries for 1 month, 3 months, 6 months, 12 months.

LONDON MONEY RATES

Table with columns for Term, Rate, and % change. Includes entries for 1 month, 3 months, 6 months, 12 months.

MONEY RATES

Table with columns for Term, Rate, and % change. Includes entries for 1 month, 3 months, 6 months, 12 months.

CURRENCY FUTURES

Table with columns for Term, Rate, and % change. Includes entries for 1 month, 3 months, 6 months, 12 months.

HALF YEAR RESULTS

Table with columns for Term, Rate, and % change. Includes entries for 1986, 1985, % Change.

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ESSOR INTERNATIONAL

October 1986. Half year results showing turnover of 1,635 million in 1986, up from 1,627 million in 1985. Operating income of 179 million, up from 189 million in 1985.

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TRADAMATIC Limited Risk Exchange Traded OPTIONS on GOLD - control \$43,000 (100 ounces) for \$2,500. SILVER - control \$28,000 (5,000 ounces) for \$2,500.

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ESSOR INTERNATIONAL HALF YEAR RESULTS. 1986 Half-year Highlights: First Half 1986 vs First Half 1985. Turnover: 1,635 vs 1,627 (+0.5%), Operating Income: 179 vs 189 (-5.3%), Profit after tax: 116 vs 116, Net Cash Flow: 197 vs 185 (+6.6%).

BRITISH FUNDS

Table of British Funds with columns for Name, Price, and % Change. Includes sub-sections for 'Short' (Lives up to Five Years), 'Five to Fifteen Years', 'Over Fifteen Years', 'Index-Linked', 'INT. BANK AND ISSUES', 'CORPORATION LOANS', 'COMMONWEALTH & AFRICAN', 'LOANS', 'FOREIGN BONDS & RAILS', and 'AMERICANS'.

AMERICANS - Cont.

Table of American Stocks with columns for Name, Price, and % Change. Includes sub-sections for 'CANADIANS', 'BEERS, WINES & SPIRITS', 'BUILDING, TIMBER, ROADS', 'DRAPERY AND STORES', 'ELECTRICALS', 'FOOD, GROCERIES, ETC.', and 'HOTELS AND CATERERS'.

LONDON SHARE SERVICE

Main table of London Share Service with columns for Name, Price, and % Change. Includes sub-sections for 'BUILDING, TIMBER, ROADS - Cont.', 'DRAPERY & STORES - Cont.', 'ELECTRICALS', 'FOOD, GROCERIES, ETC.', 'HOTELS AND CATERERS', 'INDUSTRIALS - Continued', and 'INDUSTRIALS (Misc.)'.

ENGINEERING - Continued

Table of Engineering Stocks with columns for Name, Price, and % Change.

INDUSTRIALS - Continued

Table of Industrial Stocks with columns for Name, Price, and % Change.

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INDUSTRIALS—Continued

Table of industrial stock prices including companies like Shell, BP, and various utility and manufacturing firms.

LEISURE—Continued

Table of leisure stock prices including companies like British Airways, British Telecom, and other service providers.

PROPERTY—Continued

Table of property stock prices including companies like British Land, National Westminster, and other real estate firms.

INVESTMENT TRUSTS—Cont.

Table of investment trust stock prices including various funds and trusts.

FINANCE, LAND—Cont.

Table of finance and land stock prices including companies like City of London, and other financial institutions.

MINES—Continued

Table of mining stock prices including companies like Anglo American, De Beers, and other mining firms.

INSURANCE

Table of insurance stock prices including companies like Prudential, and other insurance providers.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stock prices including companies like British Airways, and other related firms.

SHIPPING

Table of shipping stock prices including companies like P&O, and other shipping firms.

SHOES AND LEATHER

Table of shoes and leather stock prices including companies like Burberry, and other related firms.

SOUTH AFRICANS

Table of South African stock prices including companies like Anglo American, and other firms listed on the Johannesburg exchange.

TEXTILES

Table of textiles stock prices including companies like J. & F. Wright, and other textile firms.

LEISURE

Table of leisure stock prices including companies like British Airways, and other service providers.

PROPERTY

Table of property stock prices including companies like British Land, and other real estate firms.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stock prices including various funds and trusts.

FINANCE, LAND, ETC.

Table of finance, land, and other stock prices including companies like City of London, and other financial institutions.

PLANTATIONS

Table of plantation stock prices including companies like Anglo-Siam, and other plantation firms.

MINES

Table of mining stock prices including companies like Anglo American, De Beers, and other mining firms.

REGIONAL & IRISH STOCKS

Table of regional and Irish stock prices including companies from various regions and Ireland.

NOTES section containing various market notices and announcements.

PLANTATIONS section containing specific market data for plantation stocks.

MINES section containing specific market data for mining stocks.

REGIONAL & IRISH STOCKS section containing specific market data for regional and Irish stocks.

Far West Rand section containing specific market data for Far West Rand stocks.

Recent Issues & Rights section containing information about recent issues and rights.

Additional market notices and announcements.

WORLD STOCK MARKETS

Table of world stock markets including Austria, Germany, Norway, Australia, Japan, Canada, and various regional indices.

Table of Canadian stock markets including Toronto and Montreal closing prices for various stocks.

Indices

Table of stock indices for New York, London, and other major markets.

OVER-THE-COUNTER

Table of over-the-counter stock prices and market data.

N. AMERICAN QUARTERLY RESULTS

Table of quarterly financial results for major North American companies.

Advertisement for AMSTERDAM/DELFT/EINDHOVEN and other locations in the Netherlands.

Advertisement for LONDON Chief price changes and other market information.

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Main table of stock prices with columns for 12 Month Low, High, Stock, Div. Yld., P/E, 100s High, Low, and Change. Includes various stock symbols and their corresponding prices and changes.

Continued on Page 47

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NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices. Columns include Stock, High, Low, Last, Change, and Volume. Includes sub-sections like 'Continued from Page 46' and 'OVER-THE-COUNTER'.

Table of AMEX Composite Closing Prices. Columns include Stock, High, Low, Last, Change, and Volume. Includes sub-sections like 'Continued from Page 46' and 'OVER-THE-COUNTER'.

OVER-THE-COUNTER Nasdaq national market, closing prices

Table of Over-the-Counter Nasdaq national market closing prices. Columns include Stock, High, Low, Last, Change, and Volume.

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Continued on Page 45

FINANCIAL TIMES

WORLD STOCK MARKETS

WALL STREET

Takeovers continue to add spice

TAKEOVER and restructuring news - confirmed and rumored - helped stock prices post modest gains on Wall Street yesterday morning but most of the improvement was given up in the afternoon when the bond market turned down, writes Roderick Oram in New York.

Bond prices fell when the Treasury's auction of seven-year notes resulted in higher yields than the markets had anticipated.

The Dow Jones industrial average closed up 3.85 points at 1,845.47 while the New York Stock Exchange Composite index gained 0.31 to 137.89. Trading volume edged ahead to 147.1m from 134.6m on Monday with advancing issues leading declining by 888 to 661.

Interest centred on companies which could bring a rapid appreciation for investors through a takeover or restructuring. The overall tone remains cautious with a broader advance being thwarted by a lack of stocks or sectors to lead the way.

Among blue chips, American Express fell 4% to \$58. IBM fell 1% to \$120.9, McDonald's gained 3% to \$61, Merck fell

3% to \$107.4 and Procter and Gamble was unchanged at \$73.

Chevron, down 5% to \$41.1, joined the string of oil majors reporting a sharp deterioration in third-quarter performance with profits falling to 61 cents a share from 72 cents a year earlier. Exxon slipped 4% to \$66.4, Texaco edged up 1% to \$55.5 while Phillips Petroleum was the third most active issue with more than 2.6m shares traded and the price easing by 1% to \$9.

Boeing fell 2% to \$52. Some analysts reduced their full year forecasts from, for example, \$5.75 to \$4.90 a share after Boeing announced a smaller than expected rise in third quarter profits to \$1.01 a share from 65 cents.

Brokerage stocks were stronger following sharp profit increases at Merrill Lynch, up 1% to \$41.4 and Paine Webber, up 3% to \$35.4. E. F. Hutton gained 3% to \$47.4 and A. G. Edwards rose 3% to \$26.7.

Quaker Oats soared 2% to \$81 on strong buy recommendations from brokers. Other food stocks were also stronger. Kellogg rose 1% to \$50.4, Pillsbury advanced 3% to \$74.4, Borden rose 3% to \$46.6, General Mills was up \$2 to \$ 87 and Dart and Kraft gained 3% to \$58.4.

Kroger, the supermarket chain, advanced 1 1/2% to \$32. It reported a third-quarter loss from continuing operations and the buy back of up to 5m shares.

Sears Roebuck, the largest US retailer edged up 5% to \$42.4.

On the takeover front, Goodyear remained the most active issue with more than 4.4m shares changing hands by early afternoon as the price slipped by 3% to \$47.4. No investor has come for-

ward yet with a takeover or restructuring offer.

Other stocks buoyed by takeover or restructuring news or speculation included Borg-Warner, up 4% to \$37.4, Transworld ahead \$1 to \$41.4, Federated Department Stores up 1% at \$96.4, Lear Siegler up 2% to \$82 and W.R. Grace slipped 5% to \$55.4.

USX, whose board met yesterday to discuss restructuring proposals prompted by Mr Carl Icahn's \$51 a share bid, gained 3% to \$26.4. The company, which also reported a third-quarter loss yesterday of \$183m, indicated it was close to settling a long steelworkers' strike.

Credit markets were quiet as investors waited for the results at the end of the day of the auction of \$7bn of seven-year Treasury notes. These brought an average yield of 7.21 per cent, down from 7.33 per cent at the previous seven-year note auction on June 25, and the lowest level since November 4, 1978.

The yield was higher than expected which pushed down prices of other bonds. The 7.25 per cent Treasury long bond due 2018 fell 1/4 of a point to 94 1/2 yielding 7.78 per cent. Three-month Treasury bills rose seven basis points to 5.23 per cent, six-month bills gained 11 basis points to 5.30 per cent and year bills rose four basis points to 5.48 per cent.

The Federal Reserve entered the market when the Fed funds rate stood at 5 1/2% to make \$1.5bn of customer repurchases and the rate ended the day at 5 1/2 per cent.

The outcome of the seven-year note auction may well indicate the tone for the market when the Treasury announces today the details of the quarterly refunding which will start next week. Foreign investor demand for the securities in both fund raisings is crucial to their success.

The weaker dollar was a negative influence on credit markets after its recent strength but on the positive side oil prices continued to slip.

TOKYO

Hindered by absence of institutions

A SHARP rally took place in Tokyo as investors selected domestic demand-related stocks, large-capital issues and blue chips, writes Shigeo Nishiwaki of Jiji Press.

In the first rally in four sessions, the Nikkei average gained 240.03 to 18,387.83. However, buying momentum was insufficient for a full-fledged recovery due to slow trading by institutional investors. Gains outpaced retreats 479 to 289, with 157 issues unchanged. Volume expanded from Monday's 184m shares, the second lowest this year, but was still low at 314m.

In the 12 sessions since mid-October, a gain was registered only once. Selling gradually decreased during the sessions, and when the Nikkei indicator lost 11 per cent by October 22, investors decided that prices had probably hit bottom.

When investment trusts and securities house dealers bought in small lots in the morning, individual investors followed, pushing up prices almost across the board. But because of uncertainty over interest rate and foreign exchange market movements, their buying was apparently designed to reap immediate capital gains by selecting issues which had declined sharply.

Brokerage houses said many institutional investors were planning to wait for the results of bidding for seven-year government bonds worth \$7bn in the US on Tuesday.

Three issues related to the Tokyo Bay area redevelopment project advanced sharply. Nippon Kokan was most active with 22.97m shares, jumping Y26 to Y218, followed by Ishikawajima-Harima Industries with 20.40m, up Y41 to Y428, and Tokyo Gas with 19.76m, an increase of Y75 to Y895.

Other large-capital issues also firmed, with Mitsubishi Heavy Industries rising Y15 to Y440 and Kawasaki Steel Y16 to Y190. Tokyo Electric Power rose Y150 to Y8,700.

Among domestic-related stocks, general contractors drew buying. Taisei shot up Y57 to Y795, Obayashi Y49 to Y774 and Kajima Y80 to Y1,090. Mitsui

bishi Estate closed Y100 higher at Y2,050.

In the bond market, selling continued for the benchmark 8.2 per cent government bond maturing in July 1995. Bond prices firmed in the morning, reflecting a drop in crude oil prices. But they turned easier later as the belief grew among investors that the Finance Ministry might not raise the coupon rate on long-term government bonds to be issued in November, commensurate with the prevailing market rates. Investors had been expecting until Monday that the ministry would raise the coupon from 5.1 per cent to 5.7 per cent.

The yield on the bellwether bond fell from 5.275 per cent on Monday to 5.260 per cent at one stage, but it recovered, reaching 5.300 per cent and finishing at 5.285 per cent.

SINGAPORE

INITIAL gains gave way to profit-taking in Singapore and widespread weakness by the end of the day left the Straits Times industrial index down 2.72 at \$24.48. Turnover fell to 33.8m shares from the previous day's 35.7m.

Selangor Properties led the actives with a turnover of 1.5m shares and closed 8 cents lower at \$81.24.

Hotels, properties and commodities were also lower.

AUSTRALIA

PROSPECTS of firmer gold prices and scattered support for industrials led Sydney to close firmer in quiet trading and the All Ordinaries index ended 9.1 higher at 1,357.7.

Among miners WMC gained 7 cents to A\$4.72, CRA 8 cents to A\$7.66 and MIM 4 cents to A\$2.50.

In golds Kidston and Kia Ora held steady at A\$7.80 and 19 cents respectively.

BHP, nearing the expiration of its October options, was heavily traded and closed 6 cents lower at A\$8.54. Elders IXL slipped 5 cents to A\$4.85. Banks were strong.

CANADA

EARLY SESSION gains gave way to a mixed performance among major share groups in thin Toronto trading.

Industrials and golds helped the market higher against weakness in oils, metals and mines and utilities.

Among active industrials Continental Bank of Canada gained C\$1/4 to trade at C\$17.4, Canadian Pacific slipped C\$1/4 to C\$15.4 and Dylax A gained C\$1/4 to C\$17.4.

Montreal edged higher.

HONG KONG

LATE profit-taking took Hong Kong share prices down from the day's highs but the Hang Seng index still managed to rise 12.27 to close at a record 2,355.93.

Overseas investors continued to dictate the market's pace although some domestic fund managers were also active sellers.

The market opened sharply higher following Henderson Land's report of almost doubled profits and the group itself ended 7 1/2 cents higher at HK\$3.67 after a high of HK\$4.

Hutchison Whampoa put on 50 cents to HK\$44.25, Cheung Kong rose 25 cents to HK\$34.25 while Hongkong Land gained 5 cents to HK\$6.35.

In banks Hang Seng advanced 25 cents to HK\$35.50 while Hongkong Bank held steady at HK\$8.30.

The market remains bullish, brokers said, despite the fact that there have been no fresh factors since last week's news of a HK\$1.6bn trade surplus for September.

LONDON

DAY TWO of the post-Big Bang era began more confidently but was marred by a 30 minute breakdown of the Topic electronic reporting network. Gilt closed firmer while equity leaders were slightly easier in moderate trading and the FT Ordinary index ended 2.2 lower at 1,255.6. The more broadly-based FT-SE dropped 2.8 to 1,583.8.

Government bonds opened firmly, to close with net gains extending to 1/2.

An outstanding feature in equities was Sears, with 10m shares traded as the market looked for confirmation of rumors of an impending bid. With Turner & Newall cleared to rebid - if it wants to - AE came back to trade 13p higher at 232p, against the 240p cash previously offered by Turner.

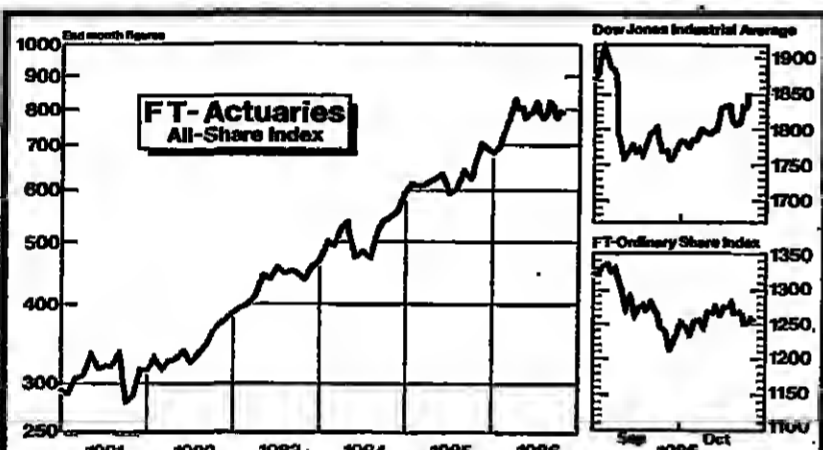
Chief price changes, Page 45; Details, Page 44; Share information service, Page 42, 43.

SOUTH AFRICA

THE ABSENCE of any clear trend after the previous session's steep fall saw gold shares close mixed to firmer in Johannesburg, while industrials were mostly unchanged. Mining financials were mainly easier.

Among mines Gold Fields slipped R1 to R53 while Driefontein eased 25 cents to R88.75. Buffels held steady at R83.75. Diamond share De Beers dropped R1 to R34 while platinum saw Rustenburg 75 cents lower at R48.50.

KEY MARKET MONITORS



STOCK MARKET INDICES			
	Oct 28	Previous	Year ago
NEW YORK			
DJ Industrials	1,845.47	1,841.82	1,359.39
DJ Transport	834.25	827.83	643.80
DJ Utilities	205.09	203.65	159.28
S&P Composite	239.26	238.77	187.76
LONDON			
FT Ord	1,255.6	1,257.8	1,061.3
FT-SE 100	1,583.6	1,586.2	1,347.8
FT-A All-share	786.97	787.88	674.63
FT-A 500	856.80	857.72	738.43
FT Gold mines	277.7	269.6	248.4
FT-A Long gilt	10.48	10.55	10.27

CURRENCIES			
	Oct 28	Previous	Oct 28
US DOLLAR			
(London)			
\$	2.0390	2.0465	2.1555
DM	160.10	160.70	226.50
FFr	6.6475	6.6875	9.475
SFr	1.5765	1.6925	2.37125
Quicker	2.2960	2.3135	3.2515
Lira	1,405.00	1,420.00	1,980.375
BFr	42.20	42.45	59.75
C\$	1.3885	1.3925	1.9650
STERLING			
(London)			
£	1.4155	1.4170	1.4070
DM	2.975	2.975	2.98
FFr	9.475	9.475	9.41
SFr	13.25	13.25	13.25
Quicker	13.25	13.25	13.25
Lira	1,980.375	1,980.375	1,980.375
BFr	59.75	59.75	59.75
C\$	1.9650	1.9650	1.9650

STOCK MARKET INDICES			
	Oct 28	Previous	Year ago
TOKYO			
Nikkei	18,387.83	16,157.80	12,937.0
Tokyo SE	1,355.81	1,345.94	1,020.90
AUSTRALIA			
All Ord.	1,357.5	1,349.4	1,045.8
Metals & Mins.	689.4	691.8	524.8
AUSTRIA			
Credit Aktien	228.97	220.23	196.68
BEELGIUM			
Belgian SE	3,857.39	3,856.64	2,716.28
CANADA			
Toronto			
Metals & Mins	2,111.60	2,111.90	1,761.00
Composite	3,014.3	3,039.7	2,637.2
Montreal			
Portfolio	1,527.77	1,527.20	126.30
DENMARK			
SE	N/A	198.09	236.11
FRANCE			
CAC Gen	377.50	380.2	218.4
Ind. Tendence	144.10	144.7	79.5
WEST GERMANY			
FAZ-Aktien	653.73	659.60	574.90
Commerzbank	1,854.50	1,972.3	1,707.5
HONG KONG			
Hang Seng	2,355.93	2,343.88	1,851.25
ITALY			
Banca Com.:	755.97	765.86	404.18
NETHERLANDS			
ANP-CBS Gen	270.00	273.2	224.7
ANP-CBS Ind	271.60	274.5	204.5
NORWAY			
Oslo SE	368.20	369.62	381.23
SINGAPORE			
Straits Times	924.48	927.20	772.70
SOUTH AFRICA			
JSE Golds	—	1,787.00	1,083.7
JSE Industrials	—	1,362.00	948.6
SPAIN			
Madrid SE	184.03	188.61	92.99
SWEDEN			
J & P	2,546.78	2,527.54	1,448.30
SWITZERLAND			
Swiss Bank Ind	584.40	584.5	501.2
WORLD			
MS Capital Int'l	Oct 27	Previous	Year ago
	330.40	329.9	228.8

INTEREST RATES			
	Oct 28	Prev	
3-month offered rate			
£	11%	11%	
SFr	4%	4%	
DM	4%	4%	
FFr	7 1/2%	8	
FT London interbank fixing (offered rate)			
3-month US\$	8 1/2%	8 1/2%	
6-month US\$	8 1/2%	8 1/2%	
US Fed Funds	5 1/2%	5 1/2%	
US 3-month CDs	5.70*	5.825	
US 3-month T-bills	5.18*	5.32	
US BONDS			
Treasury			
6% 1988	100 1/2	6.324	100 1/2
7% 1993	100 1/2	7.208	100 1/2
7% 1996	99 1/2	7.407	99 1/2
7% 2016	94 1/2	7.718	94 1/2
Source: Harris Trust Savings Bank			
Treasury Index			
Maturity (years)	Return	Day's change	Yield
1-30	157.03	+0.01	7.07
1-10	150.25	+0.02	6.73
1-3	140.98	+0.03	6.30
3-5	153.14	+0.04	6.87
15-30	151.42	-0.04	8.20
Source: Merrill Lynch			
Corporate			
AT & T			
3% July 1990	92.125	6.30	92.128
SCST South Central			
10% Jan 1989	107.25	9.367	107.25
Phibro-Sal			
8 April 1986	98.25	8.289	98.375
TRW			
8% March 1986	102.25	8.394	102.125
Arco			
9% March 2018	105.75	9.298	105.5
General Motors			
8% April 2016	90.25	9.079	90
Citicorp			
9% March 2015	97.25	9.656	97
Source: Salomon Brothers			
Yield calculated on a semi-annual basis			
FINANCIAL FUTURES			
CHICAGO			
US Treasury Bonds (CBT)			
8% 32nds of 100%			
Dec	96-17	96-25	94-08
96-19			
US Treasury Bills (TBILL)			
\$1m points of 100%			
Dec	94.83	94.85	94.81
Certificates of Deposit (CD)			
\$1m points of 100%			
Sep	n/a	n/a	n/a
93.85			
LONDON			
Three-month Eurodollar			
\$1m points of 100%			
Dec	94.03	94.07	94.03
20-year National Gilt			
£50,000 32nds of 100%			
Dec	110-00	110-22	109-21
110-07			

COMMODITIES			
	Oct 28	Prev	
(London)			
Silver (spot fixing)	398.15p	400.35p	
Copper (cash)	£232.00	£232.00	
Coffee (Nov)	£2,387.50	£2,386.50	
Oil (Brent blend)	\$13.25	\$13.55	
GOLD (per ounce)			
London	Oct 28	Prev	
	\$411.75	\$409.75	
Zurich	\$410.55	\$409.25	
Paris (fixing)			